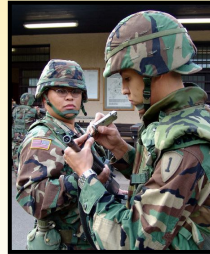




U.S. Army Garrison Baumholder



"Home of Champions"



FY06 Army Communities of Excellence



DEPARTMENT OF THE ARMY

U.S. Army Garrison Baumholder

Unit 23746

APO AE 09034

Office of the Commander

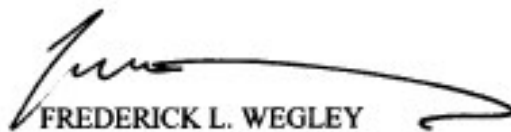
25 Jul 2005

We are extremely pleased to submit our annual organizational assessment for the FY 2006 Army Communities of Excellence competition of the Army's best installation management organizations. Our organizational improvement progress using the Army Performance Improvement Criteria (APIC) has given our customers better service and given our employees more productivity and satisfaction. We are proud of our role as an installation leader in the Installation Management Agency - Europe, both in setting standards for processes and performance in Base Support Operations especially in the areas of Soldier Pre-Deployment, Deployment, Sustainment and Reintegration but also in the sharing and dissemination of practices that work for us and especially our customers.

We certify that our master planning capability and real property planning components are maintained in accordance with AR 210-20, Master Planning for Army Installations, 30 Jul 1993. We have no "open" environmental Notices of Violation. All real property management controls are in place, consistent with AR 405-45, Real Property Inventory Management. We have implemented the use of Cost Management/Activity Based Costing data for decision-making.

Improvement has meant significant organizational change. We find extreme satisfaction in being able to look back to see how far we have come in organizational improvement. At the same time we look forward, implementing more improvements even as you read this message. We will continue to make APIC our management system, and we will continue to use its guidelines and principles to examine and improve our organization.

"Home of Champions"


FREDERICK L. WEGLEY
Deputy Garrison Commander
USAG Baumholder



"HOME OF CHAMPIONS"



Application for
FY06 Army Communities of Excellence Competition

Applicant Organization:
US Army Garrison Baumholder
Baumholder, Germany

Highest Ranking Official:

LTC James E. Larsen

Commanding

U.S. Army Garrison Baumholder
Unit 23746, APO AE 09034

Telephone: 011-49-6783-6-1500 DSN 485-1500
Fax: 011-49-6783-6-7415 DSN 485-7415
Email: james-larsen@us.army.mil

ACOE/APIC Point of Contact:
Mr. Sean B. Lambur
Quality Manager
U.S. Army Garrison Baumholder
Unit 23746, APO AE 09034
Telephone: 011-49-6783-6-8100 DSN 485-8100
Fax: 011-49-6783-6-7415 DSN 485-7415
Email: sean.lambur@us.army.mil

Civilian Address:
Kommandeur, USAG-BMR
Geb. 8698, Smith Kaserne
55774 Baumholder, FRG

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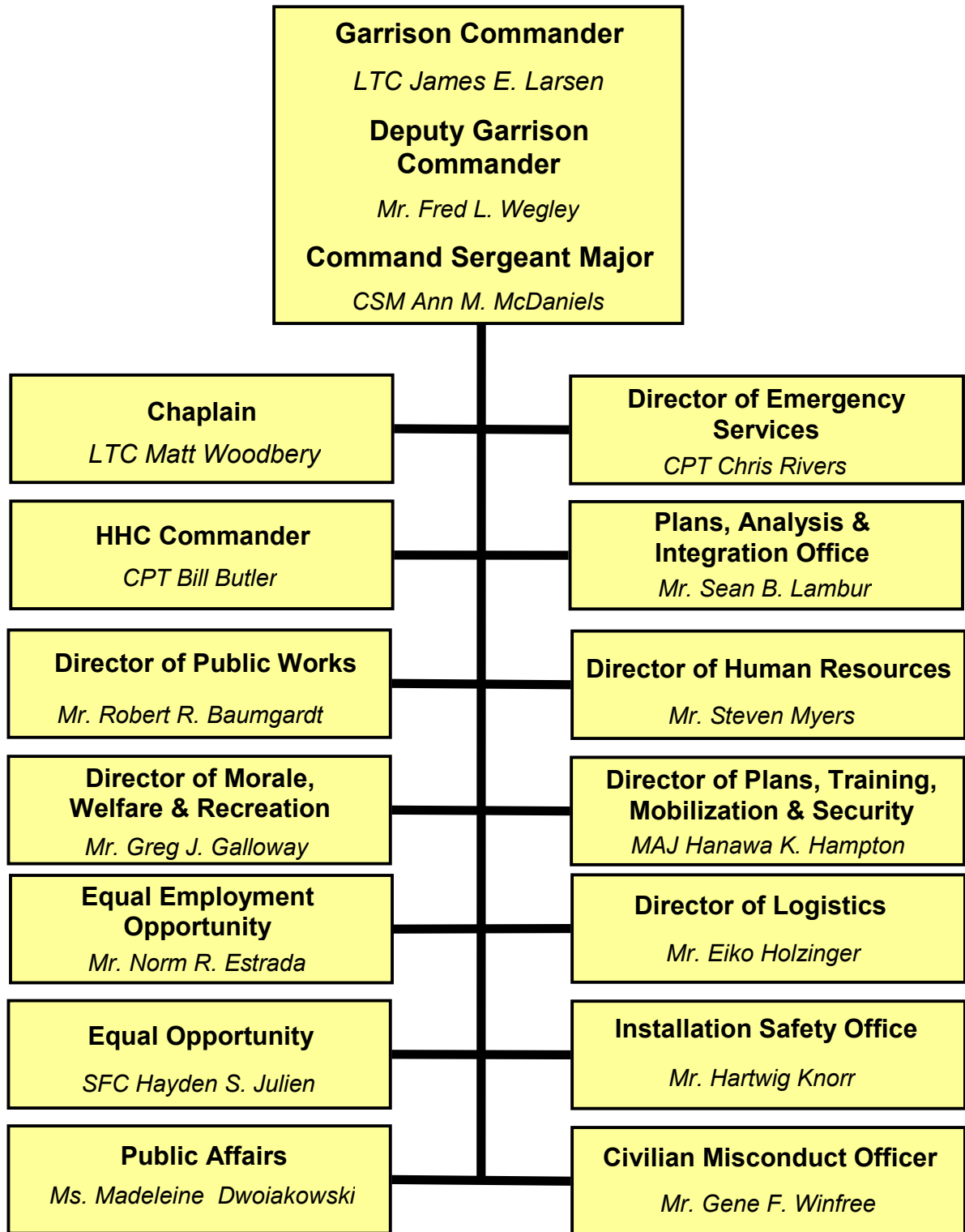
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Glossary

U.S. Army Garrison Baumholder

Organizational Chart

Senior Leaders



Organizational Profile

P.1 Organizational Description

P.1a. Organizational Environment



Welcome to the US Army Garrison – Baumholder, Germany, the “Home of Champions,” a sustained high-performance organization supporting a common vision and mission.

(1) Our main products and services are defined by our mission to provide Base Support Operations. This mission is further defined by U.S. Army’s Installation Management Agency’s standard Mission Essential Task List (METL) for garrisons:

- **Exercise command and control**
- **Provide for public safety and security**
- **Provide sound stewardship of installation resources and the environment**
- **Provide services/programs to enable readiness**
- **Execute community and family support services and programs**
- **Maintain and improve installation infrastructure**

These tasks are the key processes of our organization's activities and performance.

(2) As an American military garrison, our customers work and reside on the installation we maintain. We deliver our services to customers personally, both at their work and residential areas as well as in person at our programs and service facilities. Besides using garrison employees to deliver services, we also utilize partners such as the Army and Air Force Exchange Services (AAFES), Department of Defense Dependent Schools (DoDDS), contractors such as Pond Security, supported unit personnel and numerous others.

As a U.S. Army organization, we retain the same cultural values as that of our Army customers: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. For better identification to our mission, we enhance these values through an organization-wide command philosophy – “We collectively exist to serve people – Soldiers, civilians, retirees and their family members.” Our organization’s values are encompassed by seven statements:

- **Integrity is never negotiable**
- **Loyalty is a two-way street**
- **People are the organization**
- **Be professional; establish and enforce standards**
- **Maintain personal balance**
- **Be innovative and proactive**
- **Practice collaboration and teamwork**

These values transcend all characteristics of our multinational, multi-ethnic, diversified workforce.

Our culture is further defined by our somewhat remote physical location, being separated by more than two hours from our U.S. Army higher headquarters. This distant location helps us achieve a level of teamwork and cooperation between us, our partners, contractors, and customers that is rarely seen at other Army garrisons.

We are home to the largest concentration of American combat troops outside of the Continental United States (CONUS). Our garrison’s operational area is home to the second-largest Soldier population, the second-largest family member population, and at 13,000 residents, the third-largest total population of any Tailored Garrison in Europe. We are located in the southwestern German countryside, in the town of Baumholder, a community of 5,000 German residents. Together with the German Army’s Artillery School, we border Germany’s third largest training area in a highly militarized region. We are near the major U.S. Air Force operations center of Ramstein Air Base, major deployment base of Rhine Ordnance Barracks located in Kaiserslautern, and the major U.S. Army medical hub of Landstuhl Regional Medical Center. We are a premier deployment and re-deployment platform.

The U.S. Army Garrison (USAG) - Baumholder comprises one main installation in Baumholder (originally founded by the German Army in 1937) and two main sub installations, Neubruecke and Strassburg Kaserne, which are located within a 15-mile radius. Our installation areas comprise a total of 1,913 total acres, 1,437 of which are improved areas with 972 buildings comprising 9,548,974 square feet and valued at \$1.1 billion. We operate and/or maintain 163 work sites occupied by customers, 60 garrison work sites, 1,898 family quarters, and 2,318 single-Soldier living quarters. We also manage 772 leased or rented family quarters. Our area of responsibility spans the middle-western Rhine plateau to the borders of Luxembourg, France and Belgium. Our organization is a significant economic and a major cultural factor in our immediate geographic area with total revenues of salaries, contracts and tax subsidies of approximately \$115 million annually.

While our organization’s overall purpose is to provide Base Support Operations (BASOPS), we enhance and formalize this responsibility in our mission statement:

The USAG-Baumholder plans and executes Base Support Operations, Deployment Support Operations, Force Protection, German-American Relations, and systematically evolves to continually improve Soldier, civilian and family well-being and readiness.

Base Support Operations means we sustain a town of nearly 13,000 residents and dozens of major businesses. Our garrison organization resembles a municipal government, with the Garrison Commander (GC) in the role of mayor, coupled with a service and com-

mercial structure that provides law enforcement, public housing, office buildings, grounds and road maintenance, utilities, public recreation facilities, medical treatment facilities, fire protection services, and many of the other services found in a typical city.

Deployment Support Operations means that the USAG-Baumholder is capable of sending or receiving Soldiers and equipment to or from anywhere in the world on short notice using a variety of transportation means. Inherent to this are the special services provided to family members during periods when their Soldier is deployed.

Force Protection exemplifies our necessary commitment to the safety and protection of all our Baumholder-based customers, our partners, our workforce and our facilities.

German-American Relations means that we are steadfast in maintaining a commitment to a positive and close relationship with our German neighbors in both official and unofficial capacities.

Systematically evolves means that we recognize we must continually improve the performance of our processes, programs, and services, for our customers and ourselves. This statement of improvement begs direction and a future organization state, thus laying a foundation for development of our garrison vision; a point of improvement we will reach in the future. To set a direction for our efforts to improve, we developed our vision. We first developed an organizational vision statement in 1995 and have refined and re-validated our vision with our Board of Directors (BOD) annually since then.

Our vision statement conceptualizes a Baumholder of the present and future:

Baumholder is a premier European assignment where Soldiers, civilians and their families enjoy living and serving their country.

To structure our efforts at continuous improvement of services, we have developed five organizational strategic goals to serve as a framework for the development and execution of strategic objectives that bring us closer to our vision:

- **Sustain and improve the well-being of our customers and employees.** This goal requires improvement of those programs and services that meet the fitness, health, spiritual, and safety requirements of our customers and our employees.
- **Sustain and improve deployment and redeployment capability.** This goal requires improvement of the processes, workforce capabilities and facilities necessary to send and receive Soldiers to and from training and, ultimately, the battlefield.

- **Sustain and improve the infrastructure and environment.** This goal requires improvement to the facilities, utilities and environment of the entire installation.
- **Improve efficiency and effectiveness of our resource management.** This goal requires improvement in the management of our resources – those of people, equipment, money, and time.
- **Cultivate organizational evolution to meet future readiness requirements.** This goal requires improvement to our organizational structure and work processes to meet the needs of future operational requirements.

These goals form the basis of our Strategic Action Plan (SAP). We first developed strategic goals in 1995 and our BOD has since then refined and re-validated them annually with our customers and stakeholders. The relation of our mission, values, vision and our strategic goals is demonstrated in Figure O-1.



Figure O-1 Relation of Mission, Strategic Plan, Values and Mission

(3) The employees of the USAG-Baumholder are a diverse group of people consisting of Soldiers, U.S. Army civilians and German or third-country Local Nationals (LN) working under congressionally-funded appropriated fund (AF) status or non-appropriated fund (NAF) employment derived from locally generated revenue. All employees work on the main installation in Baumholder except for 20 individuals at Neubruecke and Strassburg Kaserne.

Our Soldier employees range from the ranks of Private to Lieutenant Colonel (the GC). We are augmented with Army Reserve Soldiers assigned for specific missions and amounts of time. A Manning Document authorizes our Soldiers and AF civilian workforce positions and a Personnel Roster of Distribution (PRD) authorizes our NAF personnel positions. Both AF and NAF have separate pay scales for U.S. and LN employees. All grade structures reflect not only salary but a hierarchy of service and supervision responsibilities.

Our employee positions encompass a wide range of duties and skills such as laborers (carpenters, plumbers, and roofers), technicians (information technology specialists, construction designers, and facility master plan-

ners), public service workers (firemen and criminal investigators) and administrative specialists (program managers, administrators, and secretaries). We employ persons in over 120 different career fields.

BSB Staff	Number
Local National	446
US Civilian	422
US Military	32
Regular Employee Total:	900
Additional Temporary Personnel	58
Volunteers	250

Figure O-2 USAG-Baumholder employees

Workforce Ethnicity	Number
Asian	20
Black	126
Hispanic	39
White	712
Other	3
TOTAL	900

Figure O-3 USAG-Baumholder employee diversity

Workforce Education	Number
US-Educated:	
US High School Education	326
US University Degree	128
German/Foreign Education:	
Blue Collar	189
White Collar	213
German Trade Meister	13
Technical College	15
German University	16
TOTAL	900

Figure O-4 USAG-Baumholder Workforce education

Our U.S. employees are not represented by any union or bargaining unit but do find representation for their issues through equal employment opportunity officers or U.S. Army civilian personnel management-employee relations specialists. LN employees, under the terms of German Labor Law, enjoy representation and counsel through a locally elected works council that represents them in personnel issues before supervisors. These works councils also provide representation at district and regional organizations that correspond to our higher-level U.S. Army chain-of-command within the U.S. Army-Europe. Local works councils may enter into binding agreement with the GC on such issues as work schedules but may only seek injunction or prohibition through redress with German labor court. Many LN employees are also members of the German national service labor union, Verdi. Verdi does not have any direct bargaining

position with the garrison but its issues often find voice through local works council members.

Contractors play an indispensable role in the delivery of our services, often personally delivering services to our customers. Contractor companies have many roles: installation guards, dining facility cooks, servers and cleaners, bus drivers, education counselors, facility repairmen, property movers, financial counselors, janitors, fitness program instructors, and construction workers. Many of our contractor personnel are those of German and European companies, and some personnel are adult family members of our Soldier customers. However, many services formerly delivered by garrison employees that were Soldiers' family members, (such as those in the Soldiers' dining facilities) are now delivered through contractors to ensure continuity of recruitment and labor as many of these family members demonstrate a distinct lack of desire for employment when Soldiers are deployed long-term.

We have varying but strict employee health and safety requirements in the USAG-Baumholder. In addition to the U.S. Occupational Safety and Health Administration's (OSHA) guidelines, we are also subject to the more stringent German Military safety standards. Risk assessments vary by occupation from very low for office workers to very high for firemen and military police.

(4) Technology is abundant throughout the workforce. Most employees have internet access and e-mail through desktop computers and laptops, and much work is done with spreadsheet, database, word processing and computer animation graphics software on shared file servers using compact discs, memory sticks and archive tapes.

Garrison employees use innumerable different equipment items to accomplish our mission. We operate utility vehicles, welders, forklifts, garbage trucks, kitchens, machine shops, desktop and laptop computers, machine lathes, band saws, landscaping machinery, and much more.

Our facilities are as varied as the aspects of our METL. In the process of providing for public safety and security we manage installation entry control points and a police station. To provide stewardship of resources and the environment we operate property warehouses, hazardous material collection points and a fire station. Providing readiness programs and services requires us to operate a railway loading center, dining facilities, equipment issue warehouses and vehicle motor pools. To accomplish community and family support services and programs we operate gymnasiums and outdoor athletic facilities to include a stadium, indoor swimming pool, campground, conference centers, entertainment clubs, a bowling center, a hotel, youth centers and child care facilities. In order to maintain and improve the installation infrastructure we operate heating distribution centers, water works, and living quarters.

(5) We operate in an environment of varied and complex international regulations. Our operations must be legal and compliant with not just U.S. Federal Law, DOD Directives, Army regulations, United States Army Europe (USAREUR) and U.S. Army Garrison - Hessen policies and regulation, but additionally German State and Federal laws. Additionally we are regulated by the Conventional Forces Europe (CFE) treaty prescribing weapons amounts as well as the US-German Status of Forces Agreement (SOFA) that serves to regulate conditions of the U.S. Forces such as criminal jurisdiction, taxation, residence and employment status.

P.1b. Organizational Relationships

(1) Our organization is led by a U.S. Army lieutenant colonel centrally selected at the Department of the Army (DA) level. He holds direct authority over the entire staff as well as non-judicial discipline authority over Soldiers and adverse administrative action authority over civilian members of the installation. He is subordinate to a full colonel, the Commander of the USAG-Hessen, who is located in Hanau, approximately 125 KM away. The USAG-Hessen is in turn subordinate to the U.S. Army's Installation Management Agency-Europe (IMA-EURO) for purposes of Army installation operation. The purpose of the USAG-Hessen is to provide financial resourcing, guidance and policy. The USAG-Hessen also provides audit functions in the form of the Inspector General (IG), the Material Weakness program, Internal Review, and unannounced cash counts.

Co-located in Baumholder is the 1st Armored Division's (1AD) Assistant Division Commander, a Brigadier General also serves as the Senior Mission Commander. This officer is our Soldier customers' senior commander and representative and exercises great influence over all local U.S. Army organizations to include the USAG-Baumholder by virtue of his position and rank.

(2) Figure O-5 depicts our key customer groups. Key customer requirements range from prompt facility repair to 24/7 emergency service to adequate social welfare assistance and overlap between customer. It is important to note that we do not select our own customers, and we never turn one away, no matter how difficult or inconvenient it is to serve that particular customer.

Customer Group	#
Soldiers	5000
Military Family Members	5000
Military Organizations	40

Figure O-5 Key Customer groups

(3) Suppliers and distributors are directly involved in value creation since they deliver many services directly to our customers such as contracted property movers and dining facility serving personnel. Others directly support our value creation processes in supplying the USAG-Baumholder with necessary materials and ena-

bling our services, such as the USAG-Hessen contracting office for fitness instructor contract personnel and the General Services Administration for fleet vehicles. Our most important types of suppliers and distributors are U.S. and German companies supplying both material and personnel. Our most important supply chain requirement is that of contract fulfillment as our overseas location creates logistical challenges for U.S. services and materials as well as the fulfillment of services for which we are not able to recruit employees.

(4) Garrison resources alone cannot provide all the conceivable services necessary for maintaining a community. We must rely on partnerships with other DOD organizations and German governmental agencies for the supply of services, work and material as well as contractual agreements with independent suppliers to ensure the execution of many BASOPS services. Conversely, our partners, who are often DOD tenant agencies on the installation, cannot service their customers without our facility engineering, organizational, administrative, and logistical support. Some examples are the German Federal Assets Office, the German Building and Design Agency, AAFES, DoDDS, Defense Commissary Agency (DECA), Corps of Engineers, Civilian Personnel Advisory Center (CPAC), 8th Finance Battalion, 90th Personnel Services Battalion, Baumholder Army Health Clinic and 1st AD's Staff Judge Advocate.

Regularly scheduled meetings, joint planning sessions, construction inspections, frequent and informal communications such as e-mail and telephone are used with these groups. Private enterprise suppliers are managed by competitively selected contracts and garrison personnel regularly review contractor services in a formal Contracting Officer's Representative (COR) capacity. Services supplied by our partners are stipulated both in their mission statements and mutual Memorandum of Agreement(s) requiring annual review.

P.2 Organizational Challenges

P.2a. Competitive Environment

(1) As a U.S. Army garrison with the mandated mission to provide Base Support Operations to tenant military units, we do not have competitors in the traditional market sense. Our customers must come to us for most of their program and service needs. As 1st AD troop stationing remains stable, our organizational size also remains stable with little growth.

(2) We do compete with other garrisons for financial resourcing, most especially in the NAF area where profitability and strategic planning are the key factors in obtaining investment funding in the area of capital purchase/minor construction.

(3) Key comparative data with other garrisons is found in measures of our NAF fund Net Income Before Deductions (NIBD). We analyze and review monthly data against prior and projected performance as well as IMA-EURO standards for all NAF services. Other compara-

tive performance data utilized are DA, IMA-EURO, and certain relevant industry standards and benchmarks.

P.2b. Strategic Challenges

Our key strategic challenges are:

- **Sustainment of deployment and redeployment capability**
- **Retention of experienced U.S. directors and division chiefs**
- **Sustainment and improvement of our force protection posture**
- **Improvement of AF/NAF employee recruitment**
- **Improvement of aging facilities and infrastructure**

Deployment and Redeployment Capability – Our facilities and infrastructure master plan, Baumholder 2010, which is part of our SAP, is focused on preparing the USAG-Baumholder for whatever types of troops and equipment the Army will station in Europe in the future. With the imminent massive restructuring and restationing of U.S. Forces in Europe, we have made ourselves highly competitive for selection as an enduring community. We have developed modern rail-loading facilities for deployment operations, modern motor pools and maintenance bays for our Soldier customers, sufficient barracks space built to modern Army standards, renovated-to-standard housing for families, convenient, state-of-the-art training services, and fully compliant force protection architecture for the installation.

Retention of People – The retention of skilled and experienced U.S. managers is challenged by limitations on service in foreign areas coupled with the reluctance to come to a theater perceived as being short-lived. Despite successfully receiving extension in foreign tours, the threatening loss of U.S. leaders remains a strategic issue.

Force Protection Posture – Force Protection remains a strategic challenge as more improvement projects are planned, but remain unfunded.

Recruiting – As Soldier deployments have become longer and more frequent, we find that our traditional employee recruitment pool of Soldiers' family members is no longer available, either as employees or volunteers. We have begun to meet this challenge by utilizing stateside college interns and contractors.

Aging Facilities – Our aging facilities and infrastructure, over 60 years old, will remain a strategic challenge for some years to come but we are making remarkable progress, having renovated all of our Soldier barracks (first installation to do so Army-wide) and continuing the renovation of family quarters and service facilities.

Noteworthy is that while we have been pursuing these strategic challenges, most of our customers have been in Iraq. Our sacred promise to these Soldiers upon

their departure was that we would care for their families left behind. With the return of over 4000 Soldiers from a 15 month combat deployment, our customer base for many business operations changed dramatically. While we could have reduced our losses by cutting back on hours and certain services, we recognized this would be a violation of the trust of our community members. In the face of poor financial performance and unprecedented losses, we still endeavored to maintain the excellent quality of service that our Soldiers and their family members have come to expect and deserve.

P.2c. Performance Improvement System

(1) We maintain our focus on performance improvement through sets of weekly, monthly, annual and bi-annual cyclical assessments. One such assessment is this Army Performance Improvement Criteria (APIC) submission. We have now completed and submitted ten APIC self-assessments, one each year since 1996. Our APIC annual assessment results are incorporated into all future garrison activities through our strategic planning process. One implementation of APIC assessments is seen in our key process development Figure 6.1-1. This basic model has been deployed throughout the organization and its rigorous use has improved our services.

By utilizing overlapping, cyclical assessments such as our quarterly operational METL execution briefing (MEB), our monthly NAF execution briefing (NEB), our quarterly AF execution briefing (AFEB), the quarterly SAP review and our after-action-reviews (AAR) of other assessments such as the Command Inspection Program and the Inspector General Program with overlapping groups of Directors, Division Chiefs, facility and program managers as well as periodic offsite planning and training conferences on such topics as process management, we maintain a system that supports problem solving, manages change, and, most of all, continuous improvement. These methods strengthen mission accomplishment and force our movement to our vision.

(2) We foster organization learning and knowledge sharing beginning with overlap hiring (when possible), TDY trip reports, continuity books and shared technology such as our website and shared databases. We also ensure learning and knowledge sharing through the varied but overlapping participants in the assessments and trainings mentioned above and also through in-progress-reviews, after-action reviews, employee performance recognition before the entire workforce, coverage in our local military and the German newspapers and also in the Significant Activities Report (SAR).

1.0 Leadership

1.0 Leadership

Our organizational success is the direct result of a dedicated team of senior executives who use a systematic approach of fact-based improvement processes while maintaining a clear customer focus and total commitment to continuous improvement. We are focused on the future—maximizing the efficiency and effectiveness of our operations through the continuous improvement of our key processes.

1.1 Senior Leadership

1.1a Vision and Values

Our senior leaders consist of our Garrison Commander (GC), the Deputy Garrison Commander (DGC) and the Garrison Command Sergeant Major (GCSM). The senior leaders work through seven functional directors and five special staff. Installation Support Directors and Installation Support Office Chiefs, leaders in their own right, constitute our Board of Directors (BOD). Our BOD is responsible for executing senior leadership's intent.

(1) Senior leaders set organizational values, direction, and performance expectations by developing and deploying the vision, strategic goals, and strategic objectives throughout the organization. When we change garrison commanders (every two years) the outgoing GC and the DGC discuss and review the vision, mission, strategic goals, and objectives with the incoming commander prior to his or her assuming command. This enables the incoming GC to personalize the vision and strategic goals, and to quickly establish his/her own personal command philosophy. Shortly after assuming command, the new GC holds the first strategic planning conference with the BOD to review and refine the previously established strategic goals and strategic objectives and establish short-term objectives. Senior leaders conduct a semi-annual off-site Strategic planning conferences with the BOD to review and revalidate existing garrison values, short- and long-term objectives and current performance expectations for the organization, ensuring a balance for customers and all stakeholders.

Our GC attends our major customers' (2d Brigade, Division Artillery, 1st Armored Division) and our higher headquarters' strategic action planning conferences. Our GC ascertains and receives guidance on the strategic direction, goals, and objectives envisioned by senior customer representatives as well as our chain of command, which is in turn discussed and incorporated at our periodic garrison off-site strategic planning and training conferences. Our senior leaders perform Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of situational change and a performance review to ensure our short- and long-range planning efforts, vision, mission, strategic goals and objectives are valid (and updated as required). In coordination with senior customer representatives and the BOD, senior leaders have de-

U.S. Army Garrison Baumholder – Home of Champions veloped, refined and revalidated our organization's strategic goals over the past eight years. This process of setting direction, values, and goals is repeated throughout the Garrison at the directorate, support office, and division level. Every division chief and activity or program manager participates, thereby ensuring ownership of the vision, mission, strategic goals and objectives for their directorate or support office.

Throughout this process the GC's philosophy and values are promulgated to all staff and leadership within the organization. His disseminated command philosophy clearly defines our purpose:

- ***We collectively exist to serve people – Soldiers, civilians, retirees and their families***
- ***Integrity is never negotiable***
- ***Loyalty is a two way street***
- ***People are the organization***
- ***Be professional; establish & enforce standards***
- ***Maintain personal balance***
- ***Be innovative and proactive***
- ***Practice collaboration and teamwork***

The GC's commitment to these values is also evident in his role as a senior performance rater as well as his enforcement of values in his role of a non-judicial authority for Soldiers and family members.

As a Soldier, the GC's values and those of the USAG-Baumholder's military members mirror those of the U.S. Army: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. Recognizing that these values are essential for a military staff, but not entirely appropriate for our diverse civilian organization comprised of a large German Local National (LN) segment, the GC established the key organizational values in his command philosophy in an effort to transcend cultural differences.

Before senior leaders deploy the vision, mission, values, strategic plans, objectives and performance expectations to all employees, customers, and senior mission leaders, the GC obtains the concurrence of the Senior Mission Commander (The SMC is our senior customer representative) as well as input from the USAG-Hessen Commander. This approach ensures that customers and other stakeholders have the opportunity to review and provide input into the vision. Senior leaders, Garrison Directors, and the SMC all work to communicate the vision, mission, values, strategic plans, objectives, and performance expectations to all garrison employees and community members.

The GC also effectively communicates the USAG-Baumholder vision and strategic direction up the chain of command, laterally across the organization, and down through all levels of command, Soldiers, civilian employees and family members using the methods and venues depicted in Figure 3.1-1. He ensures that every employee understands how their job contributes and links to

the vision. Quarterly SAP review conferences, periodic Senior Leader Forums hosted by the SMC, and monthly town halls and Community Information Briefs along with weekly Staff Calls and semi-annual full-staff assemblies are utilized to communicate the vision, mission and strategic objectives of the organization.

The GC addresses all members of the USAG-Baumholder at semi-annual and all-employee assemblies. These assemblies provide our people with the GC's assessment of service and operations, and address the future priorities of the installation in both English and German. Recent assembly topics have been: garrison restructuring within IMA-EURO, planned combat deployment of Baumholder units, APIC assessment results, and future events. The GC also addresses members of the LN workforce at the twice-annually Local Works Council-sponsored personnel assembly regarding specific local national concerns and issues, such as changes to employment regulations and retirement / insurance benefits.

The GC deploys the Garrison vision through the BOD as well as key community leaders by identifying priorities related to customers or system improvements that keep with his command philosophy and serve to guide performance. The Garrison mission, vision, strategic plan, goals and objectives are displayed at work-sites in both the English and German languages. We also provide leadership wallet cards, in both languages, to each employee. Leadership cards contain the Garrison mission, vision, strategic goals, command philosophy and improvement process model.

All of these activities help to ensure two-way communications regarding the direction, culture, and performance expectations of our organization. By ensuring the vision, strategic goals and strategic objectives are well-deployed throughout the organization, the senior leadership guarantees that the garrison together with our stakeholders, are moving in the right direction.

(2) We create an environment that also promotes legal and ethical behavior beginning with our values and philosophy. We are then governed by a complex but understandable set of Federal regulations, Army regulations, and other guidance that minimizes the possibility of ethical misbehavior. We are also responsible for ethical performance under German business-related and environmental laws. We train our people to understand these laws and regulations, and regular audits and inspections by various functions provide the necessary enforcement. Perhaps our strongest guiding principle, however, comes from our commander's philosophy that *Integrity is never negotiable*.

(3) The senior leaders foster an environment for agility, innovation and learning beginning with the deployment of the garrison vision and strategic goals that ensure the sustainment of our mission into the future. The commander focuses the work environment on the vision and strategic goals through his communication and interaction with employees and customers.

U.S. Army Garrison Baumholder – Home of Champions

Succession of authority routinely occurs throughout all directorates and support offices with strong endorsement and support of senior leaders. This creates not only an environment for empowerment and innovation but reinforces the mentoring of junior employees for increased responsibility, higher level positions, and succession to key leader positions. We use cross-training and individual learning for our employees to create an environment of organizational learning and maximize organizational knowledge and agility. Appropriate training is identified in an employee's Individual Development Plan (IDP) and provided to ensure employees have the necessary knowledge to perform well and make appropriate improvement. Senior Leadership personally participates in decisions on the retention of US managers.

1.1b Communication and Organizational Performance

(1) Our leaders create an environment for empowerment, innovation, and learning, which is exemplified by examining how decisions are made. Senior leaders make decisions based upon their recognition that, at some level, each employee is a subject matter expert. In many cases, employee ideas and recommendations are presented directly to senior leaders. Our employees have the necessary information and authority to make appropriate on-the-spot decisions as they provide excellent customer service, refine and improve work processes, and seize opportunities to be an agile, responsive organization. Decisions by empowered employees have made our garrison an agile installation. We recognize opportunities to serve our customers, and we respond to changing and improving conditions. Weekly, the Senior Leadership visit different work sites and employees while conducting "Terrain Walks." These visits help "flatten" our organizational structure, allowing the commander to reach and interact with all employees and even stakeholders. Situational reports and improvements are the main themes of these discussions. Information gathered during walks is shared with the BOD. Senior Leadership communicates through personal meeting with the local works council as well as the question & answer sessions at the commander's assemblies.

(2) To focus action on accomplishment, our senior leaders utilize four distinct but integrated review and analysis sessions for organizational performance review: the quarterly METL Execution Brief (MEB), the quarterly Appropriated Fund Execution Brief (AFEB), the monthly NAF Execution Brief (NEB) and the quarterly Strategic Action Plan (SAP) review. During the MEB, senior leaders and the BOD evaluate our key processes and sub-processes based on established measures, metrics, standards, and benchmarks. The in-depth and detailed analysis of performance measures and trend analysis that are provided by activity managers enables our senior leaders to assess our operational status, address appropriate future actions, and identify requirements to

meet changing organizational needs. At our AFEB, senior leaders and the BOD, evaluate program costs and execution of directorates and support offices within the garrison. Together with the DMWR Director and all NAF facility managers, senior leaders conduct the NEB to assess the past, current and future financial performance of the income generating divisions within the DMWR. During both the NEB and AFEB briefings, all activity managers are in attendance so they can present information and interact directly with senior leaders. These forums enable quick response to changing requirements and reinforce each activity manager's regulatory and operational financial accountability. The comprehensive SAP review covers progress in our action plans relative to our short- and long-range goals.

Additionally, senior leaders examine short-term performance through the weekly Staff Call that checks progress against tasked actions and other on-going programs and projects. The senior leaders also review and evaluate AARs conducted after significant events. The key performance review measures currently reviewed by our senior leaders include 127 indicators. These include all of the measures found in category 7 of this Army Community of Excellence (ACOE) submission, plus 42 more. Using this wealth of information, our senior leaders are able to assess our organization's operational status, identify requirements to meet changing organizational needs, and plan appropriate future actions.

Our recent performance review findings included the following items and issues. We forecasted severe fluctuations in NAF revenues with the return of over 4000 of our Soldier customers from a 15 month combat deployment in support of Operation Iraqi Freedom. As a result, senior leaders provided guidance for modifying operating hours for all activities and refocused programs and services for both returning Soldiers and families. Subsequent performance reviews throughout the redeployment, reconstitution, and retraining periods have been used to determine the best operating hours as well as which new programs were needed to support community members. New operating hours were approved, new programs and marketing strategies developed and, as a result, our NAF financial posture was sustained.

Other key performance review findings were as follows. A performance review of AF execution measures led to reprogramming of hire lag dollars (payroll dollars available when positions are vacant). An analysis of Child and Youth Services (CYS) infant and toddler Percent-of-Need-Met led to a change in hiring procedures. A review of performance measures related to Soldier deployability following inprocessing resulted in a change to the deployability criteria and several changes to the Soldier inprocessing schedule.

Our BOD, together with division chiefs, reviews our progress against our strategic objectives. Action plans for each strategic objective are evaluated for implementation progress, with an evaluative rating of red, amber or green assigned to each step of the action plan. We

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then determine and assign priorities for improvement based on those areas in the amber and red categories. Opportunities for improvement and innovation are also identified in our MEB as previously described.

Within the MEB process, proponents and partners are identified and carry out necessary actions in coordination and conjunction with their other process proponent partners. We follow a similar process in the SAP review as many strategic objectives may require partners from a number of different functions. Opportunities for improvement and innovation are approached by process or strategic objective proponents using our improvement process illustrated in Category 6. This process identifies the end result- Plan, Prepare, Execute, Review and then cycle through the improvement process again as appropriate. In the planning stage, process proponents employ various methods such as the use of process action teams or project teams, performing research and consultation with subject matter experts and focus groups. Once the improvement or innovation has been refined to the point that our desired end result is achieved, it is incorporated into our daily operations, using implementation guidance, standard operating procedures, flow charts and other methods.

Our DPW Master Facilities Plan, Baumholder 2010, is our key tool for deploying infrastructure and facility improvement priorities. It is a prioritized plan for renovation and upgrade that is reviewed and updated quarterly by senior leaders, and is regularly briefed to our customers and employees. We involve our partners and suppliers in the development of the Master Facilities Plan to obtain their guidance and ensure their commitment, and maintain organizational alignment.

1.2 Governance and Social Responsibilities

1.2a Organizational Governance

(1) Management Controls, fiscal accountability, internal audits, and external audits are all stringently govern us with regulations, policies, and standing operating procedures. Currently there are approximately 22 Army Regulations within our higher headquarters that govern or impact the management control methods used by our organization. All directors, support office chiefs, and division chiefs establish and maintain effective management controls, assess areas of risk, identify and correct weaknesses in these controls and keep superiors informed. In addition to the standards and objectives designated on their annual performance support forms, our leaders are governed by Army Regulation 11-2, Management Control, which provides comprehensive checklists and holds management rigorously accountable.

An example of stringent adherence to management controls and fiscal accountability is the revenue-generating facilities and programs within the Directorate of Morale, Welfare, and Recreation (DMWR). In addition to AR 11-2, this directorate is also governed by Army Regulation 215-1 Morale, Welfare and Recreation

(MWR) & NAF Instrumentalities that further governs various aspects of fiscal responsibility and management accountability for all MWR operations. The DMWR Financial Management Division conducts monthly audits of all MWR activities. Independent, external audits are conducted by USAG-Hessen, Internal Review and Audit or Army Audit Agency upon request senior leadership/directors. These tools help protect our stockholders and stakeholders from unethical business practices (see Figure 7.6-6). Results of such controls and audits are reviewed before senior leadership and the BOD.

(2) The performance of senior leaders is evaluated in multiple ways. The GC, DGC, and GCSM are evaluated on their performance in three ways -- by the USAG-Hessen Commander, the Director of IMA-EURO, and by our senior customer, the Senior Mission Commander. Their performance accomplishment is measured against the objectives and priorities identified and agreed upon at the beginning of an annual rating period. Their performance objectives and priorities come directly from our METL and our SAP, as well as from higher headquarters and customer priorities.

We also evaluate our leaders through the annual Command Inspection Program (CIP) and bi-annual IG inspections. Both programs provide information and feedback on current organizational and leadership effectiveness throughout the command. Senior leaders and garrison directors especially use the findings from the annual employee climate survey to implement changes and improve their effectiveness.

1.2b Legal and Ethical Behavior

(1) We anticipate public concerns on current services by seeking and reviewing outcomes from our listening and learning forums such as the Army Family Action Plan Symposium, Town Hall and CIB meetings and by analyzing higher headquarters directives and daily review of German media.

We also attempt to define community concerns at our monthly CIBs with senior customers and partners. We outline the service, our basis for determining the need for the service and our proposed implementation. After these reviews, we observe a six-week implementation guideline to ensure sufficient time to adequately and appropriately inform the public. Many potential public concerns are discovered through our SWOT analysis and often lead to the development of new objectives and action plans in our SAP. Concerns are also anticipated through the In-Progress Reviews we conduct for all significant non-routine activities.

Our senior leaders take our obligation to be good citizens and to be involved in our community very seriously. We regard these obligations and responsibilities as critical to our success. German-American relations, force protection, and environmental stewardship requirements from our METL are significant public responsibilities of the garrison. Our responsibilities to the public

U.S. Army Garrison Baumholder – Home of Champions are based on the impact our products, services, and operations have on German and American societies especially in a geographic area where Americans outnumber German citizens three to one. All our new construction or major renovations include environmental impact studies and we conduct risk assessments in appropriate services and activities.

We proactively address anticipated impacts of our operation in regular meetings with German community officials such as the Birkenfeld county commissioners, the Baumholder mayor, the Baumholder chief of police and with stakeholders as necessary. These meetings enable us to address future situations, stay abreast of current situations and to identify situations and areas needing improvement. In one recent example, the GC held a series of meetings with the German mayor and bar owners to develop guidelines to prevent Soldier alcohol and misbehavior. Figure 1.2-3 depicts some of the key communications, actions and events with our stakeholder groups that enable us to plan and manage our impact on the public. As another example, senior leaders have hosted several delegations of officials from the State of Rheinland-Pfalz to address and discuss their concerns with the strategic viability of Baumholder as an enduring military community.

Our key process to provide sound stewardship of installation resources and the environment has the most potentially significant legal and health impact on the public so we aggressively address our actions with the community, primarily through our Environmental Management System, EMS. EMS, built on APIC criteria, provides a total approach to our environmental management. The EMS is a process of leadership on behalf of the environment, assessment of our environmental standing, customer relations, and deficiency correction and environmental improvement. The Baumholder Environmental Quality Control Council meets quarterly and assists our customers in identifying problems and necessary resources required to ensure compliance with regulations. It also serves to keep participants informed of ongoing and planned environmental projects and programs within the garrison and adjoining communities. Its members Soldier customers and our DOD partners/suppliers. EQCC subcommittees address and manage asbestos and hazardous waste/material abatement.

Our EQCC utilizes the Final Governing Standards, the most stringent standards which flow from the combination of U.S., German, and international environmental laws and regulations. These include those of the DOD, DA, and IMA-EURO. Our EQCC employs the Environmental Protection Assessment System (EPAS), a comprehensive environmental assessment tool. Based on the results, the EQCC systematically works to meet standards in any deficient areas. For example, we have planned, funded and are now preparing for the construction of a material re-use center as a result of EPAS findings. The EQCC's goal is to meet the most rigorous

standards in the industry. To achieve this, the Environmental Office has undertaken several initiatives that have been translated into operational policy. These include all of the following: increased hazardous waste turn-ins, consolidated turn-in procedures to a centralized point, established objectives for training and assisting unit leaders on environmental issues, continuous coordination with host nation agencies, and the energizing the community's recycling efforts.

(2) We ensure ethical behavior through a combination of prevention, control and investigation methods. Integral throughout these active measures is adherence to DOD and Army regulations and policies. Figure 1.2-1 lists our mechanisms for monitoring and ensuring ethical business practices. Senior Leadership uses the investigation tools below to establish culpability and liability in possible cases of ethics breaches such as fraud or damaged/lost property (see Figure 7.6-5) and take appropriate action such as possible termination or salary garnishment.

Prevention	Live by Army Values
	Command Philosophy
	DA Ethics Training & Certification
	Crime Prevention Assessment
	Internal Control Training
	EEO & TIPOSH Training
Control	Financial Disclosure Process
	Surprise Cash Counts
	Property Accountability
	Material Weakness Program
Investigation	15-6 Investigation
	Commander's Inquiry
	Supply Credit Card Audit

Figure 1.2-1 Ethical business mechanisms

Army Values and the Garrison Command Philosophy, both emphasizing integrity, are prominently posted in all garrison worksites. All employees with fiscal control or approval authority are required to undergo annual ethics training. They are trained on U.S. law and DOD and IMA-EURO policies regulating fair business practices, with an emphasis on the avoidance of appearance of conflict-of-interest. These employees must also complete an annual financial disclosure statement to prevent conflicts of interest in fiscal matters and may avail themselves of advisement at any time from the ethics counselor at the judge advocate office any time.

Our Criminal Investigation Division (CID) partner conducts surveys of crime-vulnerable USAG activities each year. Their reports, with recommendations for prevention, go directly to our senior leaders who in turn share them with directors. Within the DMWR, all activity and fund managers undergo Internal Control classes conducted by the MWR Academy on a yearly basis to ensure sound ethical business practices.

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Our Equal Employment Opportunity (EEO) office provides mandatory annual training for all employees in the Prevention of Sexual Harassment (TIPOSH) program. EEO produces "Lessons Learned" instructional materials to provide senior leadership, directors and division chiefs with an analysis of management conditions that can lead to formal EEO complaints.

A variety of control methods are also in place. Property accountability requires annual or upon-change inventories with signed hand receipts for all property. Our Material Weakness program integrates and reviews all internal controls throughout the organization.

1.2c. Support of Key Communities

We identify key communities as those non-garrison-groups that require BASOPS support in order to contribute to the well being and quality of life of the community. We have over 70 services requiring some type of logistical support for the community. Our customers are also members of many of these key communities. Figures 1.2-2 and 1.2-3 depict our important key communities, our communication with them and our mutual events. Our METL sub-process to Foster German-American Relations and our strategic goal to *Facilitate the Professional and Personal Growth of our Soldiers, Civilians and Family Members* both emphasize our support.

We meet with representatives from our key communities at the monthly CIB meeting to identify areas of emphasis for organizational involvement and support. We support key communities with transportation, building space, furniture and public access for fund raising opportunities. For example, we support the Baumholder Community Spouses Club in conducting their annual revenue producing event, the Sweetheart Bazaar. Proceeds from this event support other key community's activities. Family Readiness Groups receive transportation, meeting rooms and limited free child care during deployment. FRGs in turn provide support and assistance in resolving family member issues during deployments. We provide the Boy and Girl Scouts with transportation, office space to conduct meetings and participate in our community festivals, bazaars and community self-help projects. The Baumholder Retiree Council is provided meeting space and information services through the Directorate of Human Resources.

Another method to determine areas of emphasis for organizational involvement and support is our annual Army Family Action Plan symposium, a three-day event comprised of focus groups consisting of youth, Soldiers, dependents and retirees that addresses medical, dental, postal, educational and MWR services as well as overall well-being and readiness. Issues that can be resolved by involvement and support are worked to conclusion at the garrison level. As appropriate, actions are forwarded to higher headquarters for action. A youth focus group identified a need for a skate park in Baumholder. Recognizing this as a legitimate requirement senior leader-

ship forwarded the issue to higher headquarters for successful funding.

Senior leadership and most employees also contribute to our key communities through dedicated service and support of programs and services. For example, our senior leaders, together with senior customer representatives, open most ceremonies, functions and community events such as bazaars, the Baumholder Days Festival, 4th of July American Pride Celebration, and many others. Many employees serve in different capacities within the key community organizations such as the Garrison Adjutant who leads the retiree council and employee volunteers who assist the Boy and Girl Scouts.

Another method to determine areas of emphasis for organizational involvement and support is our annual Army Family Action Plan symposium, a three-day event comprised of focus groups consisting of youth, Soldiers, dependents and retirees that addresses medical, dental, postal, educational and MWR services as well as overall well-being and readiness. Issues that can be resolved

Key Community	Key Community Communications
German & American Communities	Community Relations Advisory Council
	Quarterly BSB Commander/Baumholder Mayor Meetings
	Environmental Quality Control Council
	German School Exchange Activities
	German Polizei/Military Police Meetings
American Community	Town Hall Meetings
	LINKS Meeting
	Army Family Action Plan Symposium
	Installation & School Advisory Councils
	Installation Advisory Council
	Youth Concerns Committee
	Better Opportunities for Single Soldiers (BOSS) Council
	AAFES-Commissary Council Meetings
	School District Advisory Council
	Armed Forces Disciplinary Control Board
Housing Residents	Neighborhood Mayor's Meeting
School-age Parents, Teachers	Baumholder Parents, Teachers, Students Organization (PTSO)
Parents	Child Development Services Parents Parent Advisory Board

Figure 1.2-2 Key Community communications

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by garrison involvement and support are worked to conclusion at the garrison level. Those issues needing USAG HESSEN or DA support are forwarded for action to higher headquarters. A youth focus group identified a need for a skate park in Baumholder. Recognizing this as a legitimate requirement senior leadership forwarded the issue to higher headquarters for successful funding.

Senior leadership and employees also contribute to our key communities through dedicated service and support of programs and services. For example, senior leaders, together with senior customer representatives, open most ceremonies, functions and major community events such as bazaars, the Baumholder Days Festival, 4th of July American Pride Celebration, and many others. Many employees serve in different capacities within the key community organizations such as the Garrison Adjutant who leads the retiree council and employee volunteers who assist the Boy and Girl Scouts.

Key Community	Key Community Actions/Events
German & American Communities	Baumholder-Birkenfeld County Emergency Response Agreement
	Rolling Hills Golf Course Joint Use Agreement
	Joint Environmental Compliance Inspections
	Downtown Courtesy Patrol
	Force Protection/Disaster Exercises
	Christmas Cheer Program (Soldier guests of German Hosts)
	German-American Teacher Appreciation Celebration
	Abandoned Vehicle Control
	Baumholder Days German-American Festival
	New Year's Reception/German Fasching Celebration
	Christmas Tree Lighting
American Community	Community Volunteers Celebration
	Major MWR Private Organization Fund Raisers
	Special/Ethnic Observance Celebrations
	Community Activities Registration Event (CARE) Fair
	Private Organization Meeting Places
Housing Residents	Safe Neighborhood Awareness Program (SNAP) Crime Watch Initiative
School-age Parents, Teachers	Buchaneer Night
Parents	International Day
	Child Abuse Prevention Training

Figure 1.2-3 Key Community actions/events

2.0 Strategic Planning

2. Strategic Planning

2.1a Strategy Development

(1) Our strategic planning process (Figure 2.1-1) is a systematic approach that defines purpose and direction and accounts for the requirements of our customers, our higher headquarters and our own organization. We recognize this process as the change agent that propels us from our present-day mission towards our vision as illustrated in the organizational profile. This dynamic is again supported by our mission statement that calls for “systematic evolution for improvement.”

We begin our strategic planning process at our semi-annual garrison strategic planning conferences. In our first step, senior leaders define the garrison’s organizational direction through a review of our Mission and METL and conduct a re-validation of our vision and strategic goals. Before the conference, the senior leaders have reviewed our assigned mission from the IMA and the strategic plans of both IMA-EURO and our higher headquarters the USAG Hessen. This review defines our organizational METL in order to fulfill overall mission requirements and dictates the development of our strategic goals and the vision for the organization. The BOD contributes their experience with customer satisfaction and the expectations they have gathered through our listening and learning forums to the re-validation of the vision and strategic goals.

Our next step in strategic planning at our conference is our SWOT and gap analysis – a thorough review of our organizational strengths, weaknesses, opportunities, and threats. This analysis defines for our current organizational strengths, weaknesses identified by assessments, new opportunities in programs and resources and threats posed by a changing operational environment. We add a set of planning assumptions to address what we both know and don’t know about future states. The SWOT process gives us a full picture of our current baseline organizational standing. These results not only determine our direction for improvement by helping us identify objectives to meet new challenges but also serve to identify the shortfalls (gap) to our objectives and desired state.

As an example of value of our SWOT analysis, at our January 2004 strategic planning conference, senior leadership identified a new mission to develop and execute a community reintegration process for Soldiers returning from Operation Iraqi Freedom (OIF 1). The requirement called for our 5000 Soldiers to be processed through 65 tasks within seven days upon their units’ staggered returns. We identified our strengths: experience working in cross-functional teams, an outstanding working relationship with our DOD partners, automation expertise and experience in developing new processes. We identified weaknesses in automation availability, site

availability and changing reintegration process requirements. Our major opportunity lay in the chance to de-

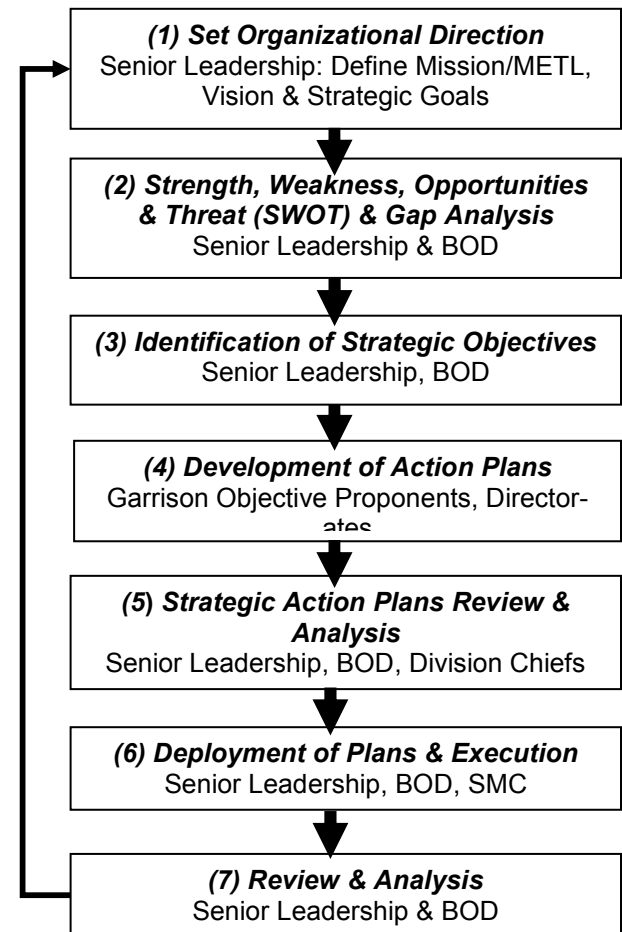


Figure: 2.1-1 Strategic planning process

velop our process ahead of other garrison’s and to set the standard all others would follow. We identified threats as a lack of information on reintegration tasks that would be completed in Iraq before the Soldiers’ return, the requirement for approval of our process from the Senior Mission Commander (in Iraq) and the requirement to brief all commanders in Iraq about what to prepare for upon their return. Our thorough SWOT analysis was instrumental in our development and execution of a process that is now regarded as the DOD benchmark for reintegration.

After our SWOT analysis we identified objectives of two kinds. The first objectives are garrison-wide objectives that require prioritization of organizational resources and action and require effort and action plans that reach across functional areas. We assign a lead proponent to these objectives based upon the functional expertise required.

Our second type of objective is directorate objectives i.e., those specific to a functional area such as the implementation of a new logistical software program

used to track property shipments or a specific process improvement.

To conclude this first phase of strategic planning we align and validate these objectives against our organization's strategic goals. Our objectives must support the promotion and implementation of our goals:

- **Sustain and improve the well-being of our customers and employees**
- **Sustain and improve deployment and redeployment capability**
- **Sustain and improve the infrastructure and environment**
- **Improve efficiency and effectiveness of our resource management**
- **Cultivate organizational evolution to meet future readiness requirements**

By vetting our objectives against the goals we ensure alignment with our mission, METL and vision.

Our next step in strategic planning calls for the creation of action plans to achieve the strategic objectives. Action plans for garrison-wide objectives are developed by teams consisting of the internal partners required for accomplishment of the objective. Action plans for directorate objectives are likewise developed by teams of partners internal to that directorate. All action plans are required to have specific milestones of task completion that serve as performance measures of accomplishment as well as an accurate identification of resource requirements for that task. Action plans are then vetted for proper sequence of task accomplishment. Directorate strategic objectives then form the basis of that directorate's specific SAP. Directorates will later follow a similar SWOT process to supplement the garrison's strategic plan with their own strategic plan of objectives for their directorate's performance and internal development.

After the development of action plans for both garrison-wide and directorate objectives, senior leaders, with the BOD, then conduct a review as a last "azimuth check" for validity and alignment with our mission, METL, vision and strategic goals. At this stage, senior leaders also review progress on prior-existing strategic objectives. We are then ready to begin deployment by briefing our USAG Hessen Commander and our senior customer representative, the 1st AD Assistant Division Commander (the SMC) on our plans. Upon their final approval, we may then proceed to publicize our plans through dissemination at customer forums and in writing to our entire workforce. Three months after such a conference we will conduct a review and analysis session with senior leaders, directors and division chiefs to analyze and review our progress to date. Six months after the initial conference we will begin our strategic planning

process again at a formal conference. Our USAG BHR master plan, Baumholder 2010, is a seven-year plan of improvement to our facilities and infrastructure is developed by our DPW. Baumholder 2010 was developed along similar lines and was also approved by our higher headquarters and customers. We regard Baumholder 2010, as a subset of our overall organizational strategic plan. Its name, 2010, signifies the long-range planning appropriate for funding and construction.

(2) Our SWOT analysis ensures inclusion of key planning factors. Two areas critical to the SWOT analysis are our knowledge of the assessment results of our services and knowledge of our customers and market requirements.

Assessments provide information in all four areas. Some of these assessments that identify our strengths, weaknesses, and opportunities for improvement are our annual APIC assessment, our annual employee survey, the annual CIP, the bi-annual IG program, the annual Installation Status Report (ISR), the annual Joint Services Installation Vulnerability Assessment (JSIVA) Force Protection inspection, bi-annual CYS Accreditation pre-inspections, CFE pre-inspections and the bi-annual EPAS.

Information on threats comes to us as new, un-resourced mission requirements or known, future situational changes. We then broaden the scope of our SWOT analysis to account for all other known economic, competitive, technological, legal, political and cultural change factors.

For customer knowledge, we utilize information from our various listening and learning forums as seen in category 3. Additional customer feedback is obtained through the results of the annual employee survey, Army-wide Family Action Plan (AFAP) focus groups, customer card input (especially information comparing us to competitors). Specific sub-process proponents frequently conduct their own service assessment with customers. For example, our Child & Youth Services surveys parents on proposed changes to services. Our DPW has conducted surveys in specific housing areas after special projects such as road-paving or beautification. Our SWOT analysis also incorporates competitor benchmarking, strategic information from our suppliers and partners, USAG HESSEN and IMA-EURO strategic objectives.

We supplement our SWOT analysis with our Project Validation Model (PVM) seen in Figure 2.1-2. The PVM assesses the content, scope and priority of a strategic objective by accounting for the following areas: Community Requirements, garrison strategic goals, ISR results, USAG Hessen strategic objectives, USAG Hessen facility investment priorities, U.S. Army facilities strategy as well as other factors. The PVM weighs the importance of our objectives according to need and scope of

impact by totaling points assigned to relevant factors.

The cyclical nature of our strategic planning process and our completeness of inclusion of key factors enable us to incorporate changes that affect our products and

(1) Our key strategic objectives are those determined to be garrison-wide objectives, those requiring priority (Figure 2.1-2) of organizational resources, action and cross-functional effort. These objectives may be either service

222d BSB Project Validation Example/Excerpt				
Community Requirements:	Senior Customer Intent		0	No=0 pt., Yes=1 pt.
	Community Assessment Factor		0	
	Stationing/Enduring Community		0	
BSB Strategic Goals:	Enhance the Well-being of Our Customers and Employees			1 pt. Per goal supported
	Sustain Current Deployment Capability and Improve as a Power Projection Platform		0	
	Sustain and Improve the Infrastructure and Environment			
	Efficiently and Effectively Manage Resources			
	Cultivate Organizational Evolution to Meet Future Readiness Requirements			
BSB ISR Status	Infrastructure:			C4=3 pts., C3=2 pts., C2=1 pts., C1=0 pts.
	Quality - current status		0	
	Quantity - current status		0	
	Environment:			Red=2 pts.,Amber 1 pts., Green=0 pts.
	Quality - current status		0	
	Quantity - current status		0	
	Services:			Red=2 pts.,Amber 1 pts., Green=0 pts.
	Performance Measurement - MEB	 N/A	0	

Figure 2.1-2 Project Validation Model (excerpt)

services and how we operate, and quickly implement strategies to reduce financial, societal and other potential risks. The deployment of all 5000 of our Soldier customers to OIF 1 in May 2003 is an example of our agility and flexibility to adapt to a changing environment and demographics and to refocus priorities. Over the last 14 months we refocused most MWR activities, programs and services to support changing customer demographics in order to maintain stability and provide required support for our Soldiers' family members. We identified their specific needs by soliciting their comments and identified their expectations for MWR support throughout the deployment. Their input was directly related to the improvements, changes and expansion of most MWR services and programs including hours of operation. No services or programs were curtailed nor were any activities closed because of the deployment. We made a deliberate decision to support the community regardless of financial outcomes.

2.1b. Strategic Objectives

improvements or facility and infrastructure improvements or a combination of both. Facility and infrastructure are integrated into the Master Plan. We regard short-term objectives as those we can achieve in 6 to 24 months and long-term objectives as those requiring more time for completion. Figure 2.1-3 illustrates how our strategic objectives align with and support our garrison strategic goals and our Garrison METL. Target dates for action plans are contained within our SAP database.

(2) We address the strategic challenges facing our organization with strategic objectives that are innovative and well-planned. The results of our efforts to meet these challenges are found in section 7.5.

We are meeting the challenge to sustain our deployment and redeployment capability. We are very pleased that our process model for deploying troops using the Installation Staging Activity (ISA) was chosen as the standard for all installations in Europe and our reintegration process has been chosen as the standard for DOD. In these two areas we have been extremely successful. By setting these standards, we have defined the process with the resources of people, methods, money and facilities available to us. To sustain this capability, we are now planning and writing the training

plans for future personnel. Our after-action report of lessons learned were used for the reintegration of the other

METL- Strategic Goals & Objectives (Short & Long Term)			
Strategic Goals	Strategic Objectives	Term	Proponent
Efficiently & Effectively Manage Resources	Execute Base Support Operations	L	BSB
	Realign ACES TDA	S	Ed Ctr
	Return DFAC operations to tactical units	S	DOL
	Realign manpower to operate fitness centers effectively	S	CRD
	Contract Services to maximize use of TDA positions	S	DCA
	Maintain 100% property accountability of handreceipt holders (APF)	L	DOL
	Reprogram MWR programs, services & operating hours during Deployment	S	DCA
Cultivate Organizational Evolution to Meet Future Readiness Requirements	Upgrade automation and software	L	BSB
	Complete conversion IPBO automation from DPAS to PBUSE	S	DOL
	Convert TMP automation system from TMPS to CFMS	S	DOL
	Secure & execute the DODDS maintenance contract	L	DPW
Enhance the Well-Being of our Customers and Employees	Complete identified Force Protection projects	L	S-2/3
	Obtain ACS accreditation	S	ACS
	Maintain CDC NAEYC and SAS NSACA accreditation and certification	S	CYS
	Train & develop ITC EO Leaders	S	CSM
	Obtain DA certification for Youth Services	S	CYS
	Provide seasonal special events (Non-facility programs)	L	CRD
	Meet DoD goal of 24% staff credentialed (CDC/ASAC)	S	CYS
	Increase opportunities for employee growth and development	L	DCA
	Increase awareness of ACS services & programs	S	ACS
	Increase awareness of educational opportunities	S	ACES
	Develop & implement new employee In-processing program	S	S-2/3
	Improve & sustain Customer Service training	S	DCA
	Establish & execute the Greeter Program (In-processing)	S	S-2/3
	Establish and administer the Individual Development Program	L	BSB
Sustain Current Deployment Capability & Improve as a Deployment - Redeployment Platform	Conduct Pre-Deployment/Redeployment/Reintegration operations	L	S-2/3
	Establish & maintain the Installation Staging Area (ISA)	S	S-2/3
	Develop Soldiers Reintegration process	S	S-2/3
Sustain & Improve the Infrastructure and Environment	Establish the Iron Works Fitness Center	L	BOD
	Design & construct skatepark	S	CRD
	Complete renovation of the Rod & Gun (Shooter's)	S	BOD
	Complete renovation of the Bowling Center (Striker's)	S	BOD
	Design & fund the tee renovation for Rolling Hills Golf	S	BOD
	Refit all Soldier barracks	S	DPW
	Privatize all installation utilities	L	DPW
	Establish & operate a Reuse Center	S	DOL
	Fund & purchase required HAZMAT containers (Auto Craft)	S	CRD
	Achieve compliance with the Environmental Protection Assessment System	S	DPW
	Design & fund the irrigation system for Rolling Hills Golf	S	BOD
	Renovate all housing units	L	DPW

Figure 2.1-3 Short- and long-term objectives

division in USAREUR-- the 1st Infantry Division, whose Soldiers redeployed in spring 2005.

To meet our challenge of retaining experienced U.S. civil service directors and division chiefs we proactively seek approval for extensions of overseas tours far in advance of the regular "eight months out" processing cycle. We endeavor to improve as an organization, as documented by our 3rd place award in the FY03 ACOE program in order to heighten esprit de corps creating an organization in which our personnel want to stay and work. Our performance incentive awards program effectively rewards these personnel, providing yet another reason they would want to stay with us.

In order to sustain and improve our force protection posture during the ongoing Global War On Terrorism (GWOT) we ensure that force protection training is promptly executed within the workforce, that weaknesses identified by force protection inspections are quickly remedied and we strive to receive funding and complete identified force protection projects.

Our challenge to improve employee recruitment and staffing addresses a threat found in the effects of extended Soldier deployment. Spouses of Soldiers choose not to work. This leaves us understaffed and it adversely affects our ability to provide services, most critically in CYS. We are addressing this tremendous challenge (with some significant success) with stateside college recruitment, interns, over-hire employees and renewed job fairs. In FY03 our CYS recruited two managers on campus in CONUS, and in FY04 our CYS developed the concept of an intern program that led to IMA-EURO assisting all garrison's affected by deployment with a total of 30 interns.

We seek to continue our over-hire program to supplement our workforce in mission areas beyond our authorized personnel. For example, our 100% completion of Soldier barracks renovation during their deployment to OIF 1 was possible through smart managing of over-hire personnel.

We continue to aggressively obtain external funds through NAF and AF dollars in order to renovate and upgrade facilities whose programs conduct customer value creation processes such as barracks, housing, clubs and recreational facilities. Over the past fourteen months, AF funds have been obtained to renovate housing, refit all barracks, upgrade and construct new motor pools, renovate Bachelor Enlisted Quarters/Bachelor Officer Quarter (BEQ/BOQs), and repair our deteriorating road network.

2.2 Strategy Deployment

2.2a. Action Plan Development and Deployment

(1) We begin developing our action plans during the strategic planning conference. By the end of the conference, our senior leaders have reviewed and given final guidance on everyone's action plans. Our action plans each define sequential steps for implementation of our objectives. The steps must be sequential and each step must identify a completion date, identify the financial resource requirement, the planning and execution partner(s) and a progress assessment of its implementation. We require our action plans to be specific enough that any organizational leader could use that plan to accomplish the objective. Directors and division chiefs will then confer with their directorate employees to finalize action plans and then schedule time and meet to work on objectives, especially in meeting with their partners on garrison objectives. Three months after the semi-annual conference, we will conduct a review of our progress of our action plans behind each of our strategic objectives. Senior leadership frequently makes resourcing changes to reflect a strategy's priority with our customers.

To deploy our objectives, we first prominently post our strategic goals at all customer and work sites. At the commander's semi-annual employee assembly, the Town Hall and LINKS meetings and in the USAG Hessen Herald Union newspaper and MWR Connections magazine, the commander speaks and writes to our employees and customers about our goals and our significant objectives either recently achieved or soon to be achieved. Our strategic goals are posted on our web site and all employees receive the leadership card that contains our mission, vision, strategic goals and the command philosophy written in both English and German. Our strategic plan is produced in a Microsoft Access database and resides on a common network shared server that is accessible 24/7 for all SAP participants. This database enables participants to update their plans and run reports across the entire organization showing all objectives, their associated action plans and the status of implementation.

(2) Through our quarterly SAP review & analysis, we are able to establish and deploy modified action plans. This quarterly review is first a review of progress but also a decision-making session in which plans are modified according to current needs. Plans requiring rapid execution are then removed from review and placed into the IPR>Execution>AAR cycle for special attention and priority action.

(3) Our key short- and long-term action plans are those plans supporting the strategic objectives, regardless whether short- or long-term, garrison or directorate level. In directorate plans, key short-term action plans are generally those that will bring us to standard for Army service performance standards or accreditation where program performance shortfalls exist. One example of a short-term action plan is to "Achieve Army Community Service (ACS) Accreditation". Key long-term action

plans in the SAP and the objectives of the Master Plan are those that directly support our installation's viability for future customer stationing, for example our objective of 100% renovation of family living quarters by 2007.

Currently there are 31 garrison level action plans and over 60 directorate level action plans. We have prevented adverse change to our services by deliberately deciding to maintain operating hours and services re-

Long & Short Term Performance Projection Examples				
METL	Strategic Goals	Metrics	FY05 Projection	FY06/FY07 Projection
Command & Control	Efficiently & Effectively Manage Resources	Workforce TIPOSH Trained	95%	100%
		Effectiveness of Command Message	85%	90%
		Effectiveness of Publicity to Key Groups	95%	98%
		Operations & Maintenance Execution	100% 4Q	100% 4Q
		Operation & Maintenance Operational	100% 4Q	100% 4Q
		Army Housing-Operational	100% 4Q	100% 4Q
		End Year Funding Competition	>FY04	>FY05
		Share of 104th ASG CPMC	30%	40%
		CPMC Comparison 104th ASG	>FY04	>FY05
		NIBD Comparison 104th ASG	>FY04	>FY05
		NIBD as % of Total Revenue	>FY04	>FY05
		NIBD Business Operations	>8%	>10%
		NIBD Community Recreation	>8%	>10%
		Child & Youth Profitability	>FY04	>FY05
		Volunteer Workforce Value	>500K	>1 Million
		Personnel Incentive Awards Funding	>200K	>250K
		Personnel Awards	>FY04	>FY05
	Cultivate Organizational Evolution to Meet Future Readiness Requirements	All employee Survey & Results	>FY04	>FY05
		Volunteer Workforce Supplement	>FY04	>FY05
		EEO Complaints vs Contacts	<10	<5
Provide for Safety & Security	Enhance the Well-Being of our Customers and Employees	MP Response Time (min)	<10min	<7min
MP Investigations Done <60 Days		90%	100%	
MP Reports w/n 10 Days		95%	100%	
Workforce Annually Trained in FP		100%	100%	
MWR Bazaar		>15K	>20K	
BSC Sweetheart Bazaar Profit		>10K	>30K	
Accomplishment of FP Projects		75%	100%	
Accreditation of CYS Programs		100%	100%	
Accreditation of ACS		100%	100%	
DOD Certification of CYS Programs		100%	100%	
Informed of Organizational Performance		>FY04	>FY05	
Integrity/Ethics of Co-workers		>FY04	>FY05	
104th ASG AFAP Issues		>40%	>50%	
Infant Need Met		Meet STD	Exceed STD	
Toddler Need Met		Meet STD	Exceed STD	
Participation in Sports		Meet STD	Exceed STD	
Participation in Library Programs		Meet STD	Exceed STD	
Participation in Auto Craft Programs		Meet STD	Exceed STD	
Participation Arts & Crafts Programs		Meet STD	Exceed STD	
Participation in Outdoor Recreation		Meet STD	Exceed STD	

Figure 2.2-1 Short- and Long-term Performance Projections

ardless of financial outcome. We ensure that action plans are current and are adjusted to the changing environment through the quarterly and semi-annual strategic plan review and analysis sessions between semi-annual strategic planning conferences.

(4) Our human resource plans can be found in a subgroup of our garrison objectives since they are intended to improve the entire workforce. These are known as organizational foundations because we view them as supporting the accomplishment of all other objectives. Some of our human resource objectives are to: Train the appropriate employees on the Performance Management Review software that will soon replace the Microsoft Access database that currently supports the MEB, improve safety training within the DPW, ensure all employees are trained in force protection, ensure all supervisors of U.S. personnel are trained in EEO “Lessons Learned” and others. Most significant is our human resource action plan to establish a human resource directorate that combines and synergizes disparate personnel functions from throughout the garrison.

Human resource action plans are also found in directorates’ plans. For example, in the DCA we seek to establish a directorate employee of the month recognition program and implement a profit-sharing program in the Business Operations Division. Some directorate-level plans reflect specific training required for accreditations within their functional area.

(5) Our key performance measures of progress of our actions plans is measured by our task accomplishment in our action plans.

2.2b. Performance Projection

An excerpt of our METL performance projections using benchmarks and standards are listed in Figure 2.2-1.

3.0 Customer & Market Focus

3. Customer and Market Focus

Our focus on customers is evident by our command philosophy - *We collectively exist to serve people-Soldiers, civilians, retirees and their family members.* We provide our customers with the best services and products possible, understanding that their satisfaction is based on our ability to identify their requirements and exceed their expectations. Our anticipation and execution of our customer's requirements should appear seamless to them.

3.1a Customer and Market Knowledge

(1) Our key customers are Soldiers, families, and military units that are stationed here or who visit our installation. Our organization has over 12 years of experience with these types of customers. Many of our customers are compelled, by virtue of their assignment here, to be our customers, so there are no competitors for the services we provide. We serve every new customer; we turn away no one. Our willingness to serve has led to such activities as hosting the annual North Atlantic Treaty Organization (NATO) communications exercise of the U.S. European Command (EUCOM), Combined Endeavor. Generally, the services of our METL key process to *Execute Community and Family Support Services*, such as recreation, are open to non-resident military customers. We extend our service offerings to non-resident military customers over a large area of southwest Germany through our website, our USAG Hessen newspaper, Armed Forces Network (AFN) radio, the printed Find-It Guide of nearby Kaiserslautern military communities, the Kaiserslautern American newspaper and through TKS cable television.

(2) While most customer requirements are specific services formulated in U.S. Army regulation and policy, (e.g., housing, transportation, property shipment and housing and others), we determine additional specific customer requirements through the daily, weekly, monthly and annual customer contacts shown in Figure 3.1-1 (shown by our customer sub-groups). Our contacts range from spontaneous encounters to formal planned events. We meet with our customers in individual and group settings. Our listening and learning forums range from open public forums covering any METL service, such as our monthly Town Hall meetings, to the very specific, such as the Parents Advisory Council which concerns itself specifically with child care services.

Our customers are somewhat transient. Some number of Soldiers and family members are always arriving and departing. Within three years most of our customers have rotated through the installation. Since we gain several thousand new customers every year, we are continually learning and improving for them as well as for future customers. Our customers excel at comparing services and providing feedback; most have spent some time on other military installations around the world and they do not hesitate to tell us what they consider to be the best services.

We communicate with our customers at different points during their tour of duty either one-on-one or even hundreds at a time. They tell us their service needs and expectations in their in-processing groups and surveys upon their arrival in Baumholder. Later we will call on them to speak their issues when we see them at a Town Hall meeting or in a customer focus group. We will sell them on a community improvement at a LINKS meeting that they are attending on behalf of other customers and we will hear from them in our needs-assessment surveys. We will see each other at a festival celebrating Baumholder's redeployed troops. With our regular and informal contact with leaders at other U.S. military installations, as well as through the proactive use of U.S. Army websites, we are able to view considerable information on the activities of other BASOPS organizations. We are able to stay informed on the latest service offerings where our future customers are currently located.

	Frequency	Youth 0-6	Youth 6-12	Youth 13-18	Spouse	Single Soldier	Married Soldier
Listening and Learning Forums							
Force Protection Update Briefing	D	X	X	X	X	X	X
Reintegration Update Briefings	D	X	X	X	X	X	X
ICE cards	D		X	X	X	X	X
In-Processing Surveys-Soldier & FM	W				X	X	X
Deployment Support Groups	M	X	X	X	X		
AFTB steering committee	M				X		
Housing Area Coordinators meeting	M						X
BOSS Single Soldiers group	M					X	
LINKS meeting	M	X	X	X	X	X	X
Parents Advisory Council	M				X		X
Teen Councils	M			X	X	X	
Town Hall Meetings	M			X	X	X	X
Retiree Council	Q				X	X	X
School Advisory Council meetings	Q		X	X	X		X
AFAP	A	X	X	X	X	X	X
Leisure needs survey	A	X	X	X	X	X	X
Parent surveys	A	X	X		X		X
In-progress Reviews	AR	X	X	X	X	X	X
After-Action Repots	AR	X	X	X	X	X	X

Figure 3.1-1 Listening and learning forums (Frequency:

D=daily W=weekly M=monthly Q=Quarterly A=Annually AR=As Required)

When our customers leave Baumholder, they often write us to express their satisfaction with their stay here. Between their arrival and departure, we will speak and work with them side-by-side, again and again. Our interaction with our customers can be very personal and for some, even moving.

At a variety of cyclical, customer listening and learning forums, we identify our METL services appropriate to their group. Our customers may often then identify services desired beyond the standard or some other change. We take our customers' best ideas and create new services. For example, some of our key community customers wished to start an indoor playground, an idea which is especially attractive in our often inclement climate. Our governance requires significant safety and other compliance of such activities on the installation. Garrison senior leadership decided to support this effort with a facility, legal assistance, training and procurement. Many of these processes take place in person with customers and our DOD partners such as the school principals from DoDDS. Again, each of these processes follows an appropriate schedule cycle and together they cover every customer formally at least several times during a year.

Each listening and learning forum has a responsible garrison proponent who follows up with their in-progress reviews, again in person, to continue working and developing customer and partner issues. They provide us with the necessary information to assess customer requirements and improve services. We address requirements with customers face-to-face, via e-mail, using the Baumholder web site and in published, disseminated documents such as the in-progress review or Town Hall minutes. These minutes and reports identify and explain customer requirements and how we are meeting these requirements. For example, our ACS is the proponent for our community Town Hall Meeting listening and learning forum. ACS solicits real-time customer input on file note cards, maintains minutes of the forum, categorizes identified customer requirements, tracks progress on improvement to services during in-progress reviews with senior leadership and finally returns the information back to the customer at the next Town Hall Meeting.

Our customers' greatest requirement is not resolution of their complaints, but of issues stemming from U.S. Army operations. In our annual AFAP conference, we focus on our services of family support, consumer support, U.S. Forces support (to include our partners) and youth support services. We identify Soldiers' and family members' most important issues and resolve those that we can. Issues we cannot resolve are complex and usually concern a worldwide Army or DOD issue. Our expertise is in developing issues more accurately than others. In 2005, 12 USAG BHR customer issues were raised to the USAG Hessen. Of those 12 issues, nine were selected for further consideration at

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IMA-EURO, several of which will go on to the IMA and DA for resolution.

We ask our customers to prioritize their issues. For example, in surveys at the AFAP, our customers examined current working issues at U.S. Army level and prioritized these issues for higher headquarters:

1. Revitalize Army family housing and eliminate the housing deficit by 2010.
2. Authorize and fund DLA for retiring service members.
3. Provide 5 periods of vigorous exercise per week for students in DoDDS schools. Fund Physical Education programs and implement standardized Physical Education programs.
4. Allow Soldiers with at least 10 years of service to distribute their GI Bill benefits to their dependents.
5. Establish a DA-funded full-time Family Readiness Group (FRG) program manager at every active duty installation, Army Active Reserve, and National Guard commands.
6. Compensate Soldiers assigned duty away from a military installation (Reserve Officer Training Corps., recruiters) for additional expenses incurred because of absence of government-sponsored services available at military facilities (child care, fitness centers).

We have established customer requirements beginning with those stemming from our customers' statutory, regulatory and entitled services common to all installations. Our customers' requirements are those sub-processes of our METL, delivered to them at a level represented by the U.S. Army standard, or better if we can do so. For example, in our key process *Execute community and family support services and programs*, some of our customer requirements are available child care, availability and variety of recreational facilities and programs and religious worship of choice. We analyze, review and re-validate these measures annually in the Installation Status Report process.

Our key forum for determining new customer requirements is our monthly LINKS meeting. These public meetings take place with garrison senior leaders, directors, division chiefs, garrison partners and the senior Soldier and senior family member customer representatives from every military unit on the installation. Before the meeting begins, customers receive an information packet of flyers and information papers for further reproduction and dissemination to their constituents. Our monthly LINKS agenda covers the entire METL and all sub-processes. We present the customers with proposals for new services, proposed modifications to services or announcements of upcoming seasonal services. Customers use the forum to voice their requirements and senior leadership authorizes changes to services on the spot or appoints a group of garrison staff and customers

to develop modifications to services before the next LINKS meeting.

Our primary tools for anticipating new customer requirements are found in our needs-assessment surveys and in-progress reviews. These reviews take place with our customers and partners and together, we determine other requirements analyzing second and third order effects. For example, while developing our reintegration process, our customers shared with us the unintended impact certain procedures, if implemented, would have. Frequent reintegration in-progress reviews ensured our thorough examination of all requirements.

(3) Our BOD re-validates our listening and learning methods at each semi-annual strategic planning conference as part of the overall organizational analysis of strengths, weakness, opportunities and threats. Our listening and learning forums complement each other in terms of the method of communication used, purpose of the customer contact, and frequency of occurrence. Our continuous, overlapping cycle of customer contacts at the listening and learning forums ensure that our methods are up-to-date. Many forums are under continuous improvement. As an example, in November 2002, we began our planning, together with our customers, for the deployment of our Soldiers to Iraq. We conducted a weekly Battle Update Briefing (BUB) to track our progress in preparing. As planning and execution increased, we required more contact with our customers and made the BUB a daily progress review. After Soldiers deployed, this forum changed its focus to family member support and met weekly again. The focus later changed again to Soldier redeployment and we began meeting weekly to prepare reintegration and then daily to monitor and improve the process.

We analyze and review customer complaints, especially from the DOD Interactive Customer Evaluation (ICE), within our quarterly MEB where decisions are made for appropriate improvement actions. Critical customer information gathered from surveys and the records of our listening & learning forums are presented and analyzed for improvement action in our strategic planning SWOT analysis. Our ICE satisfaction ratings are solicited systematically from customers appropriate to that garrison service. Comments are consolidated automatically, analyzed daily and quarterly, and immediately transferred to the responsible service proponent for action. Our monthly Town Hall meeting not only develops latent customer issues but also proposes new garrison actions and services that require collection of the latest status of situations and issues for action and resolution.

3.2 Customer Relationships and Satisfaction

3.2a Customer Relationship Building

(1) Building relationships with our customers begins with our organization's command philosophy summary: *We*

U.S. Army Garrison Baumholder – Home of Champions collectively exist to serve people – Soldiers, civilians, retirees and their family members – we are always there for our customers.

We build customer relationships through our cycle of customer contacts and our use of one-stop, personal customer support teams. One example is our in-processing center where the customer relationship begins and then ends when customers arrive at the airport for departure three years later. Initially, the senior leaders provide an in-brief to familiarize new customers as to the products and services available throughout their new community. We formally survey them at major events and processes such as the Family Soldier Readiness Program or during the reintegration process. At the end of their tour an out-processing survey is conducted. Between these points we build the relationship further by frequently meeting with customers, listening to their feedback, and continuously informing them about our services and how they are offered.

Some customers are new to the Army and have limited expectations of our services. They may not know the services they will need, especially in the overseas environment. During the Soldiers' in-processing, we familiarize them with a more in-depth look as to how the Army functions overseas, and what it has to offer Soldiers and family members. We familiarize Soldiers and family members on local German customs through our Headstart and NOW programs. Key customer orientation programs are:

- Soldiers In-Processing and Headstart
- Family Member In-Processing
- Army Family Team Building Training
- Baumholder Leader's Orientation Course

We will further our relationships with many specific customers who work with us in our listening & learning contacts or in our in-progress reviews. Customers are even assigned formal roles in these activities as appropriate.

(2) Our approach to providing customer access to information and conducting business is best characterized as an "open door" to our organization. Customers can get information 24/7 from our website, our bi-weekly newspaper, LINKS flyers and handouts, installation marquees, the Baumholder Information Channel (cable television), and the bi-weekly "Baumholder Happenings" flyer inserted into their mailbox. Our requirements for these methods of customer communication are evaluated at the semi-annual strategic planning conferences.

We are readily accessible to our customers. They may come in person, at any time, to any service provider or even to senior leaders, seeking not only information but assistance. We maintain a 24/7 emergency operations center in our headquarters that assists customers with after-hours emergencies. Customers can also contact us with their comments, suggestions or complaints through letters, phones calls, e-mails and surveys. By providing a wide availability of services and through

electronic communication, our customers are able to conduct their business on demand. Our organizational standard for these contacts is: *Always attempt immediate resolution of a customer's issue. If not possible, explain why and what the customer can next expect and when they can expect it.*

As an example of one mechanism used by customers, a survey was employed to gather feedback from family members on activities and programs they would find beneficial during to the long-term deployment of the 1st AD to Iraq, and to determine their satisfaction with a variety of MWR facilities, programs, and activities. This allowed the MWR service providers to ensure they are offering programs that met the customers' expectations.

Rather than waiting for customers to come to us to tell us how we are performing, we enhance customer access by systematically soliciting our customer's input when they receive services. Each service provider continually collects sample customer comment information by asking every fifth or every tenth customer to give us feedback. Each service provider has determined a sampling rate that is appropriate to that service. This information is simultaneously communicated per e-mail to senior leaders, directors, division chiefs, maybe even to one of our partners, and to the original service provider.

(3) Our complaint management system ensures that complaints are handled with alacrity and at the lowest level to promote learning and prevent reoccurrence. As mentioned above, our performance standard in managing complaints is on-the-spot resolution when possible. Our complaint management system is shown in Figure 3.2-1. Our standard for completion of this cycle is 48 hours and we use this cycle of communication and action for all complaints and issues whether they are from listening and learning forums or from our electronic comment cards.

In our complaint management system our service providers establish and maintain contact with the cus-

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tomer who submitted the complaint. Electronic complaints are simultaneously shared with activity managers and senior leadership. Service providers are expected and empowered to resolve complaints at their level.

Service providers are required to communicate complaints to the appropriate supervisory channel. Activity managers, division chiefs and/or directors analyze the complaint and make a recommendation for improvement to senior leadership who reviews the proposal, and makes a decision on an improvement action to be executed.

Complaints can be made formally and informally, attributed or anonymous, using a variety of access mechanisms such as electronic mail, intranet/internet, video teleconferencing, by telephone, face-to-face interaction in conferences and meetings or by written correspondence.

Our customers also have the opportunity to voice complaints, again attributed or anonymous, through our many service surveys for in- and out-processing actions, counseling services, higher education, training and more. Complaints collected in this manner are also processed in our complaint management system.

Customers may also initiate formal complaints requiring a formally-appointed investigative officer. One formal mechanism is the GC's Equal Opportunity (EO) complaint system for complaints of discrimination. Another, the USAG Hessen IG office, will accept complaints on improper organizational operation and abuse of authority. Customers may also complain through their supervisory chain and through our higher headquarters in a formal military fashion. Customers may also make complaints through their congressional representatives.

Each METL sub-process proponent collects the customer complaint data, analyzes data and makes recommendations for improvements. Dissatisfaction rates & root problem reason, trend analyses, and recommended improvements to services are reviewed and adopted

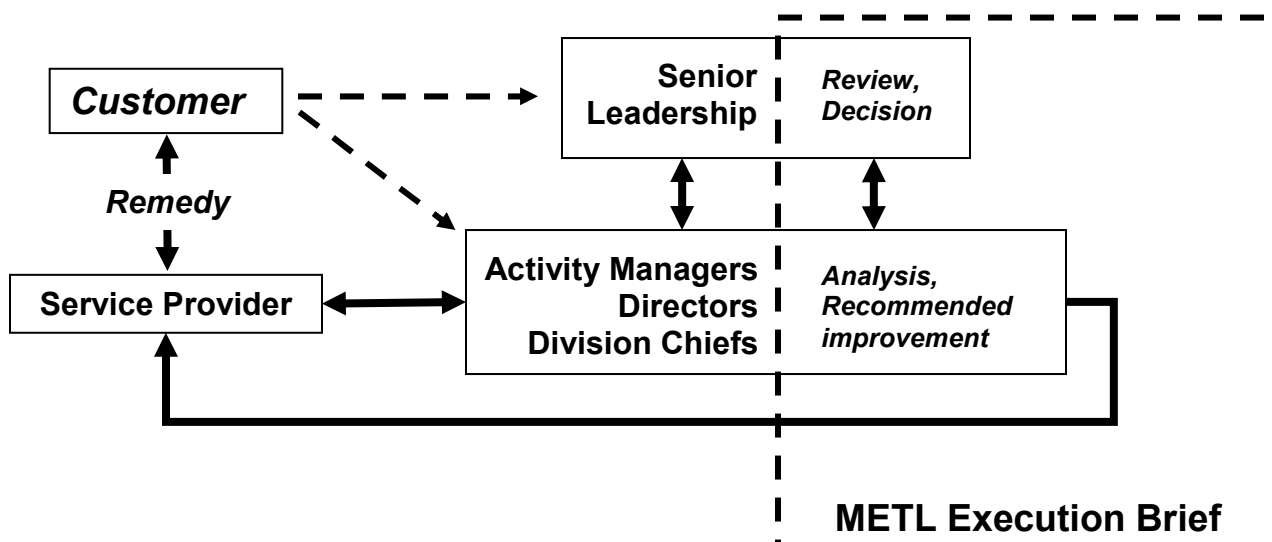


Figure 3.2-1 Complaint management system

during our quarterly MEB.

(4) We must continually evaluate and improve our approaches to customer relationship management and customer access because most of our customers change over every three years and because of our organization's high operational tempo. The current long-term deployment of the 1st AD is a key example. When the Soldier customers are deployed long-term, it's necessary to refocus our services to be absolutely sure we are meeting the needs of family members left behind. As a result we have intensified our interaction with family members and have supplemented their regular services in many ways. We established a Deployment Support Group (DSG) as a way of networking military unit Family Readiness Liaisons, FRG Leaders and Rear-Detachment Commanders with our garrison directorates and their supporting services. Our DSG meets monthly during deployments and provides these customers with guidance on many potential situations, as well as information on upcoming events, programs and services. Similar examples of relationship building during deployments include: increased FRG meetings, specifically targeted training classes and programs. During the last two years, while our Soldier customers have been deployed, we made a specific customer-oriented decision to maintain normal operating hours in our revenue-producing services in order to support family members. This resulted in serious financial losses, but it was the right thing to do for our customers.

3.2b Customer Satisfaction Determination

(1) We measure two types of customer satisfaction: our customers' satisfaction at the time of their transactions with us, and our customers' satisfaction in terms of their relationship with us.

Our key tool for determining transaction satisfaction and dissatisfaction among our customers is the DOD web-based ICE database. With our systematic collection of customer satisfaction with ICE cards, ICE provides valid information on overall satisfaction and dissatisfaction (see Figures 7.2-1-6). We use ICE to communicate to customers and we can analyze their data for gender, age, relation to the U.S. Forces and tenure in our community. We sort ICE data for our satisfaction with METL key processes as well as satisfaction with group and individual services.

We also collect transaction satisfaction information through many surveys done in METL sub-process areas such as our DPW's neighborhood beautification surveys, our education center's readiness education surveys, ACS class surveys and Soldier Readiness Program (SRP) surveys.

Our customers also voice their satisfaction with us during the after-action reviews of major events or processes. Our key methods for determining our customers'

U.S. Army Garrison Baumholder – Home of Champions relationship satisfaction are our daily out-processing and the focus groups at the annual AFAP conference. Our out-processing survey notes customer satisfaction with 15 key areas of garrison operations during their tour. This survey system provides information on a nearly daily basis and is aggregated for senior leadership review.

At our annual AFAP conference, we build four focus groups covering 16 installation-wide (not just those of the USAG BHR) service areas. The groups' individuals either belong to or represent our customer sub-groups of single Soldiers, married Soldiers, spouses, teens, youths and infants. These groups assess, in writing, the success of and their satisfaction with those service areas.

Besides reviewing aggregates of customer satisfaction at the quarterly MEB, we integrate these aggregates into our bi-annual strategic planning SWOT analysis.

(2) We follow up with customers on products, services and transaction quality in person and in writing at all of our listening and learning forums (Figure 3.1-1). We use ICE's automated e-mailing capability and shared database survey reports to ensure prompt feedback.

(3) We benchmark our ICE measures of customer transaction satisfaction against the U.S. Army Chief of Staff's 2004 ACOE winner, Ft. Stewart, as well as against the DOD ICE low, average and high installation benchmarks.

In our AFAP focus groups surveying process we ask customers to rate our services against other installations' service that they know about. This information is incorporated into the AFAP resolution of customer issues.

(4) To keep our methods of determining customer satisfaction current we evaluate and validate them at our semi-annual strategic planning conferences. Over the past years, for example, this method has lead our improvement from single paper comment cards to a Microsoft Access database on our website to our adoption and seamless transition into DOD's ICE system. Similarly, we have upgraded our survey capabilities from single information sheets to automated database information that is inputted by the customers themselves.

We create new satisfaction surveying systems for new, major processes such as our Family/Soldier Readiness Program surveys and our reintegration process satisfaction surveys. These surveys are evaluated and validated by our customers in In-progress Reviews (IPR), AARs and the Reintegration Update Briefing (RUB).

4.0 Measurement, Analysis & Knowledge Management

4.0 Measurement, Analysis & Knowledge Management

Our leaders demand accurate knowledge of situations and performance in making decisions; performance measurement is critical. We have developed and refined our measures over the past three years in planning conferences and training sessions, each time reviewing our system and making improvements. Our system allows leaders and others to make fact-based decisions, respond to new situations with alacrity, measure performance comprehensively and accurately in all areas of the organization and share results with all key personnel.

4.1 Measurement & Analysis, and Review of Organizational Performance

4.1a Performance Measurement

(1) Our system is structured on the IMA METL for garrisons that provides us with six essential tasks (our key processes) and 40-sub tasks (sub-processes). This METL structure defines standardized tasks at all Army installations. Utilizing the ISR service performance standards, this METL defines service performance metrics with standards for each sub-process. These metrics provide an operational evaluation of our tasks utilizing a variety of leading and lagging indicators. This allows us to utilize a framework for collecting, aligning and integrating data and information to track our organizational mission performance. This system provides for an understandable and aligned approach integrated with higher headquarters requirements using information and data that is already collected without changing format. In the long-term, the common IMA Garrison METL will provide further opportunities for expanding our installation benchmarking capabilities, fostering better business practices, and exchanging ideas with other installations worldwide. Figure 4.1-1 below provides one example of operational performance metrics of a performance measure sub-process that builds to our key process of *Provide for Public Safety and Security*.

After examining and adopting the standard Garrison METL, we determined that additional sub-processes and

U.S. Army Garrison Baumholder – Home of Champions additional measures were required to accurately reflect our mission. We added two sub-processes: foster German-American relations and provide reintegration support.

Operational Performance is formally reviewed and analyzed in our quarterly METL Execution Brief (MEB). Garrison directors and division chiefs, having received and analyzed data, present recommendations for action to the garrison senior leaders and the entire BOD. The prior analysis of work methods and results seeks to establish best practices, examine past trends and predict future performance. Results of these reviews are then built into our SWOT & Gap analysis as we then do our strategic planning.

We utilize several other regular review and analysis forums to support organizational decision making and improvement. Two of these forums measure and analyze financial-based performance for improvement:

- Appropriated Fund Execution Brief/PIR (AFEB)
- Non-Appropriated Fund Execution Brief/PIR (NEB)

The AFEB, conducted with the BOD, presents analysis of funding execution that allows the GC and managers to decide on matters of resource allocation. This review is coupled with our Productivity Improvement Review, a separate session with the BOD in which we analyze our service costs to find cost improvements. Cost improvement initiatives form the basis of the PIR review used throughout IMA installations since this fiscal year.

The NEB presents analysis, recommendations of action to improve productivity to include cost control as well as projections of future monthly revenue and costs, also utilizing the PIR approach (see Figure 7.3-6 for our results in this area). We exchange information on PIR initiatives information with other IMA installations such as Yuma Proving Ground as well as regularly review PIR files posted to the Army Knowledge Online website in our search for even more cost improvement measures in the AF and NAF funding areas.

All our review and analysis forums use standardized data that is gathered and analyzed to find paths to establish and implement improvement. Because the forums occur regularly (MEB-quarterly, NEB-monthly, AFEB-quarterly), data and information are continually

METL Task (Key Process): 2.0 Provide for Public Safety and Security				
Sub-Processes:	Performance Measure Description			
2.1	Execute security and intelligence functions related to communications, force, infrastructure, industrial,			
2.2	Execute anti-terrorism and force protection measures			
2.3	Perform corrections, law enforcement and physical security functions	Operational Performance Metrics	Indicator	Measure
		<i>Average Response Time (in minutes) to Incidents</i>	<i>Leading</i>	<i>Cycle Time</i>
		<i>Percentage of cases investigated and completed w/60 days IAW applicable regulations</i>	<i>Leading</i>	<i>Efficiency</i>
		<i>Crime Rate: Relative change in the installation crime rate</i>	<i>Lagging</i>	<i>Customer Satisfaction</i>
		<i>Percent of military police reports finalized within 10 workings of case closure</i>	<i>Leading</i>	<i>Efficiency</i>
2.4	Administer the Installation Safety Program			

Figure 4.1-1 Excerpt: METL performance metrics

gathered and reported. Our process fosters comparison and analysis beyond the USAG BHR. Comparisons with our fellow garrisons across USAG Hessen are facilitated because of this consistency. It enables us to better determine best practices, compare our performance with other organizations competing for limited resources, and justify our resource needs. Our fourth forum for review and analysis is the quarterly strategic action plan review that analyzes the progress of our completion of action plans and strategic objectives. Figure 4.1-2 demonstrates how these forums integrate with one another. Performance data brought to the review and analysis forums leads to improvement decisions, either as operational changes or strategic changes that then lead to future collection of performance data.

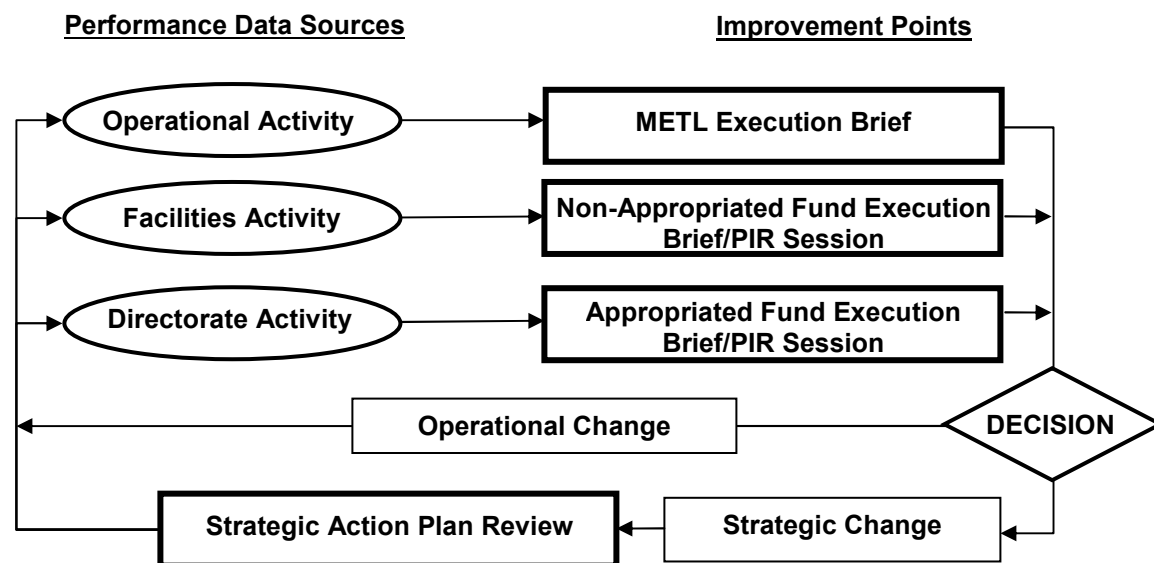


Figure 4.1-2 Cycle of Performance Review and Action

Organizational-level data is collected through a variety of methods based on customer requirements in the key processes and sub-processes. Information and data is tracked at the garrison organizational level as well as independently within each directorate. The common link is in the quarterly MEB and its local server-based database as well as the newly-developed DA Performance Management Review (PMR) web-based database.

We use a variety of widely available computer software such as Microsoft's Access, Excel, PowerPoint and Word to track our information and data in database tables, financial statements spreadsheets, after-action reports, written and calculated compilation and analysis of surveys, formal functional assessments, and customer comments. Additionally, most garrison sub-process proponents use web-based software information and management information systems to track performance. These are standard systems, identical at most installations, making it possible for multi-users to access and share data and information in a consistent format. For example, the following online databases are standard

U.S. Army Garrison Baumholder – Home of Champions across installations and contain data that are critical elements to different reports delivered to higher headquarters for decisions that affect the operations of installations.

- Army Strategic Inventory Plan (ASIP)
- Real Property Plans and Analysis System (RPLANS)
- Real Property Inventory (RPI)
- Geographic Information System (GIS)
- Standard Finance System (STANFINS)
- Standard Management Information Reports for Finance (SMIRF)

The databases ensure accuracy and completeness of installation specific data which is used to create consistent, accurate reports for decision-making at both installation and higher headquarters levels. ASIP lists projected troop strength for the next six years. RPLANS is used to support facility requirements.

ASIP and RPLANS are used at all levels to justify and support new construction as well as renovation projects. RPI is an inventory of all facilities (buildings and non-buildings) with information on size, use, user

and other specific information. GIS is a consolidated database of aerial photos, as-built drawings and other data that feeds directly into the Real Property Master Plan. STANFINS allows us to capture our gross operational costs that feed into our Activity Based Costing software that we are now transitioning

Data is analyzed and compared at various levels in order to ensure accuracy and to support organizational decision making and innovation (Figure 4.1-3).

(2) As previously discussed in 4.1a (1), we used Activity Based Costing to generate cost awareness through activities such as the AFEB and NEB. With cost information, we examine work processes consuming financial resources to find process improvements that lead to cost savings that are later managed through the Productivity Improvement Review.

(3) Comparative data information is necessary for sound decision-making and improvement. Our measurements of service and financial performance used in our review & analysis session depict trends, comparisons, projections and cause and effect relationships. Measurements used most greatly are cost, cycle time and efficiency.

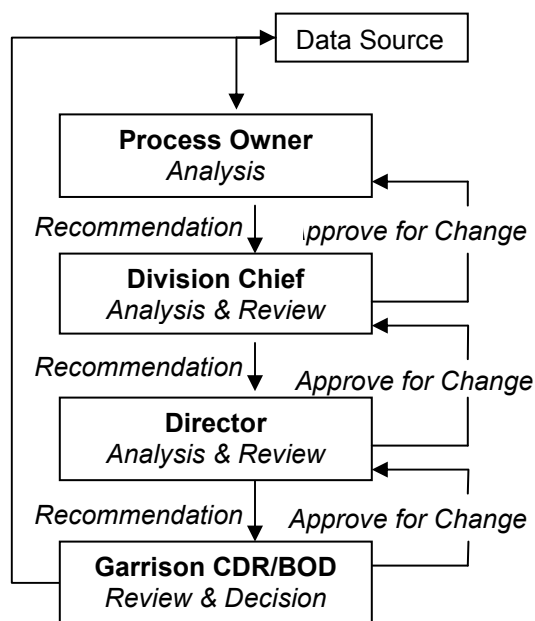


Figure 4.1-3 Data and information review process

We supplement measures with analysis, recommendations for improvement action and an assessment of status: green, amber or red. With regards to the SAP, “green” depicts that deployment is on track, “amber” indicates that we have an action plan but deployment has not begun, and “red” denotes that both a plan and deployment are deficient. In respect to the MEB, “green” for a key process means that all sub-processes meet or exceed standards, “amber” means that at least one sub-process is below standard while “red” means we have two or more sub-processes not meeting standard. Sub-processes rated “red” and “amber” demand more analysis and attention to determine how to improve and bring them to standard, while “green” ratings are reviewed to determine best business practices to reinforce. Similarly, quarterly review of our objectives in the SAP review and analysis results in similar actions. Utilizing the same assessment rating (red, amber, and green) facilitates the process because it is easily and readily understood at all levels of our organization as well as the U.S. Army.

The standardized Garrison METL lends itself to comparison with similar organizations. We have begun integration into the IMA-EURO pilot program QPR Software that will give us transparency on performance results from other garrisons.

We perform internal comparisons of like operations such as between our four Child Development Centers (CDCs). They are compared for utilization rates, number of days required to fill vacancies, the reduction of NAF subsidy per space and other measures.

Our strategic planning process develops and incorporates improvement objectives, identifying a measure of success for each. In the BOD’s semi-annual SAP conferences, division chiefs also participate in the review assessment and refinement of our plan. Key to this process is their review and assessment of data and in-

formation within their respective service functions. During these conferences, we form teams across service functions for focus and support of garrison-wide objectives.

(4) Aligning and integrating our system to the Garrison METL ensures our performance measures are current with Army standards. Performance metrics and standards of the Garrison METL are centrally reviewed and revised each year after conclusion of the annual ISR collection. We also establish garrison supplemental performance metrics based on customer requirements or based upon strategic objectives.

4.1b. Performance Analysis and Review

(1) The MEB, AFEB and NEB, conducted with the BOD, division chiefs and functional area program managers, are our key performance reviews. After collection and analysis of data, recommendations for performance improvement are presented to the GC (see Figure 4.1-3).

At the NEB, every facility and program manager has reviewed and analyzed the data and information related to his or her specific program and has developed a plan. They present their data and information at a pre-brief with division chiefs and their director where further analysis and refinement takes place as necessary before presentation to senior leadership and the BOD.

Our Directorate of Resource Management (DRM) works closely with program managers, division chiefs and directors between reviews to formulate plans of improvement to senior leader at the AFEB.

Performance assessments performed outside the framework of our review and analysis sessions, such as findings from the IG and CIP, are used in our strategic planning SWOT. We review findings to senior leaders, the BOD and relevant program managers. Remedy objectives are formulated with completion timelines. Information from these assessments is used to develop and revise procedures and processes in the form of SOPs, employee training and general public information.

(2) We use performance review findings, together with process management, to innovate with both cost and quality improvement initiatives that are worked in our PIR. The results are communicated to all levels of management during the review and analysis sessions. Division chiefs and program managers in turn communicate results to their staffs through a variety of methods, such as staff meetings, one-on-one sessions, focus groups, process action teams, and through the formulation of action plans, work group performance objectives, and individual development plans. The GC conducts weekly Staff Calls with the BOD to ensure uninterrupted information flow. To enable support to the mission and vision, the GC communicates decisions made as a result of the review and analysis sessions at all-employee assemblies. The cycle is then complete when support and satisfaction is measured and feedback gathered through the annual employee survey.

4.2 Information and Knowledge Management

4.2a. Data and Information Availability

(1) In addition to presenting information in person we supply information to employees, suppliers and partners and customers in several formats.

We continue to expand the use of electronic formats for their wide, ready access, large area of coverage and the timeliness of electronic input. To advise our 5,000 Soldier customers deployed in Iraq on their reintegration upon their return to Baumholder, we created a CD of PowerPoint presentations hyper-linked to more than 120 information sheets and process charts. We then made more than 200 copies of the CD, along with printouts, and had them hand-carried to all Soldiers' commanders deployed to Iraq. This information enabled Soldiers to return to Baumholder informed and prepared for reintegration.

Our Baumholder web site fulfills our customers' requirement for knowledge-on-demand requirements. It contains over 80 pages of information to include specific installation processes, garrison policy letters, ICE, as well as customer news and photos. Our daily-updated web site has been especially useful in providing information to our deployed Soldiers downrange. Soldiers can get information, including pictures about events back home. Customers have free computer access at the garrison library, the Adult Education Center, the Digital Training Facility as well as commercial service.

Shared databases for training and process surveys, the SAP and the MEB give our managers and employees information on demand through the garrison's local area network. Another locally-hosted database that is shared with our partner/suppliers is the Events Information Manager (EIM). This database contains current and archived information on all community events and lets users produce public information for briefings, brochures and reports. Most service areas operate web-based real-time programs with varied access. For example, the Education Management Information System is used by all Army Education Centers throughout Europe. The Education Services Officer can quickly compare performance at Baumholder with one or more of the centers in Europe.

(2) We accomplish portability of software and machines with certified secure automation systems and by ensuring every appropriate employee is a trained-to-standard, certified network user. Employees may receive free training in appropriate office software through the internet using the U.S. Army's Smart Force program.

We replace automation over three and five-year cycles depending on a particular service's function. Some METL services receive higher-level, direct program funding for replacement. We require standardized equipment to prevent unnecessary training, save money on administration and repair, proper software licensing and software upgrades.

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(3) All of our automation systems utilize battery-powered uninterrupted power supplies to ensure continued availability and preservation of data

(4) All employees with automation access undergo annual Information Assurance training to enhance proper automation use and security. All automation access requires new user passwords every 90 days for local automation systems. We upgrade our information security systems weekly, reporting daily progress and status to our higher headquarters. Our systems administrators are trained in all security, networking and operating systems. All computers have been upgraded to Microsoft 2000/XP for enhanced system security and system stability. New computer purchases require non-radiation flat panel screens. Approximately 75% of our computer tube monitors have been replaced to date. All equipment requires a minimum three-year maintenance contract. Our web-based systems are regularly updated centrally through the Internet.

4.2b Organizational Knowledge Management

To manage organizational knowledge we post policies, guidance and other information appropriate for public release on our web site and we post all work-essential files and databases, such as AARs, SOPs, MEB results and, process flow charts on intranet file servers.

GC-level AARs are required for all major events and activities to develop written reports on planning, execution, and successes with recommendations for improvement.

To manage knowledge for the reintegration of 5000 Soldiers each requiring 48 "checkup" tasks within seven days of their return, we developed a data base that tracks each Soldier's task accomplishment for their unit. The database is connected to over 60 reintegration process personnel to include our partners, Soldiers' commanders and garrison personnel. We also customize database reports for the needs of our medical partners and of our Soldiers' units.

Cross-training is required in all directorates, supported with appointment orders to additional duties, temporary promotions or formal detail of duties for temporary time periods. These actions ensure continuity of operation and foster cross-training and leadership succession. Cross-training's cross-seeding of knowledge is especially important considering the transient nature of our family member employees. Employee reporting and departure dates are adjusted to ensure effective succession. We cross-train in several cross-functional METL processes such as conducting the deployment ISA.

Our employees also transfer knowledge through numerous Internet programs, both generalized such as Army Knowledge well as occupation-specific programs such as the Voluntary Education Department for military education counselors. Our Events Information Manager dBase merges workplace information on events to automatically create Microsoft Word and PowerPoint files to meet our information dissemination requirements

to our customers. Our practices support the transfer of relevant knowledge from customers and partners in AAR sessions, IPRs, in MEBs, AFEBS, Town Hall and LINKS meetings conducted with the employees relevant to the issues for customer presentation.

We identify and share best practices in all the above-mentioned forums. As discussed in 4.1, it is inherent in our MEB where best practices are identified, shared and substantiated. Our WAR, submitted by each directorate, also identifies and shares best practices. The WAR is reviewed by the GC and DGC and then forwarded to the next level of senior leadership, the USAG HESSEN Commander, where it consolidated with other garrisons for submission to IMA-EURO and even to our senior customers in Iraq during OIF 1.

4.2c Data, Information and Knowledge Quality We insure data integrity through annual review of all garrison policies, forms, surveys and other information tools as well as electronic protection of server firewalls, anti-virus programs, data encryption and daily file server backups on tapes.

Timeliness is ensured through our regular scheduled review and analysis forums, through formally required recurring reports, and through expanded use of online, shared databases, especially for the MEB and SAP. Postulating our system on the common Garrison METL assures reliability.

We assure confidentiality throughout all of our data collection processes. Data in our review and analysis systems is non-attributional. Our surveys and methods of gathering information from individuals are voluntary and conform to the federal Privacy Act requirements.

5.0 Human Resource Focus

5.0 Human Resource Focus

5.1 Work Systems

5.1a Organization and Management of Work

(1) We organize our work systems according to our METL-defined key processes. We employ both congressionally-funded AF and NAF employees who are funded through locally-generated revenue. Figure 5.1-1 below shows our number of personnel and type.

Distribution of Workforce	Number
AF Personnel	
US Civilians	283
Local National Civilians	437
Military Officer	7
Military Enlisted	25
NAF Personnel	
US Civilians	139
Local National Civilians	9
Total AF/NAF Personnel:	900

Figure 5.1-1 USAG BHR workforce

We supplement our workforce with contract personnel and volunteers. The number of contract personnel fluctuates depending on requirements. Some contractors work full time, some part time and some are contracted only for specific projects. They are found throughout the services of our METL, filling positions ranging from education counselors to construction laborers. Over 250 volunteers supplement our workforce, particularly in our METL process of community and family support programs. Their contribution is a tremendous benefit to the installation, and has been valued at over \$380,000 so far this year.

The job design of our military and appropriated fund civilian workforce is defined by two different structures of personnel authorizations: the Modified Table of Organizational Equipment for military personnel and the Table of Distribution & Allowances for our AF civilian workforce. Both of these documents can be modified. Minor modifications, such as a civilian work series reclassification, are relatively easy to effect while major modifications such as the addition or deletion of a position require higher headquarters approval. Modifications to positions held by our local nationals (comprising 50% of our workforce) are strictly regulated by protective German labor laws.

Our NAF employee structure is defined by the Personnel Roster of Distribution. The NAF structure can be quickly modified to meet new business needs. Using contract personnel also enables us to readily respond to new requirements.

We have considerable latitude within our structure to organize and manage work to promote cooperation, initiative, empowerment, innovation and organizational culture. For example, supervisors can draft new job posi-

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tions or review positions for reclassification based upon the skills, knowledge, responsibility and experience required by the work. Supervisors can also temporarily detail or promote personnel to other duties or areas where their expertise is needed, combining cooperation and training with initiative and innovation. Supervisors may hire temporary or limited-term personnel for special projects or circumstances. Money unused during position vacancies can be reprogrammed for temporary positions elsewhere in the garrison organization – “over-hires.” With our military employees, our GC can recruit or exchange Soldiers with those of our customers’ military units to secure proper military personnel.

Our job descriptions require employees to perform “other work as assigned” and many contain formal alternate duties to promote flexibility in assigning work, keeping current with customer needs and in building work teams around common processes. We use teams in all areas of our organization to empower people and to promote cooperation and initiative. Our supervisors (who are also METL sub-task proponents) use this flexibility to develop job rotation and cross-training among personnel and to execute new and significant un-resourced service processes such as the ISA for deployment and the reintegration process for redeployment. Our job design is fine-tuned for both military and U.S. civilian personnel through mandatory written and regularly-scheduled performance counseling. Our performance support process is done in conjunction with counseling employees to establish performance goals and objectives.

(2) The U.S. Army is a highly diverse organization, comprised of people from a myriad of ethnic and cultural backgrounds. The USAG BHR reflects that same diversity. Our affirmative action plan ensures that we hire a diverse employee population that mirrors our customer base. Approximately 25% of our employees are spouses and family members of our customer base. This variety enables us to capitalize on the diverse ideas and culture of both our employees and the community in which we operate.

Local national employees comprise half of our workforce. Through their participation on work teams, they have opportunities to provide input into the preparation of work schedules, work processes and required training. LN input also comes to us from regular coordination with their representative Works Council, whose concurrence is required on LN employment personnel actions. The local Works Council representation is promulgated in German federal law and the U.S. – German SOFA and supplementary agreements. Many LN employees are also members of the major German national labor union, Verdi. While there is no formal bargaining relationship between the garrison and the labor union, the majority faction of our current local Works Council (five of nine) are aligned with Verdi. In addition to our local Works Council, there are district and regional works councils, with bargaining activities conducted at the re-

gional Works Council level.

Our German partner education service, Persoena-liche Entwicklung Berufliche Bildung (PEBB), financed by the German state of Rheinland-Pfalz, assists our LN employees to adapt to new work. PEBB provides English language instruction as well as training in team and group management and specific job skill training. Since our 1998-1999 Competitive Sourcing Study and our subsequent Most Efficient Organization restructuring, we have continued to improve the work systems of our blue collar workforce with simplified supply procurement and other measures. Once threatened by outsourcing, this workforce segment now continues to annually increase their productivity. Our LN work agreement on work hours is another measure to incorporate cultural factors into our work systems. By German law our LN employees work 38.5 hours weekly, however we align working hours between U.S. and LN employees through an agreement whereby our LN employees work 40-hours weekly in exchange for leave on our U.S. federal holidays.

(3) Effective communication and skill-sharing originates with our senior leaders who conduct weekly, monthly, quarterly and semi-annual meetings, forums, conferences and assemblies – as many as 230 annually. These are all discussion sessions with all or segments of the workforce. All sessions contain planning that incorporates job skills from across our METL with key process teams and a focus on how we work. By working together on service processes, employees from different functional areas, share and develop new skills. Work teams meet regularly for receiving operational information and aligning work direction. Their work knowledge is deployed through a variety of means depicted in Figure 5.1-2.

Method	Means	Cycle
Baumholder Homepage	Internet	daily
After Action Reports	Meeting	varied
Flyers	Print	daily
Process Information Document	Print	varied
Army Public Affairs Press	Email	weekly
ASG Staff Call Minutes	Email	weekly
Board of Directors	Meeting	weekly
Directorate/Section Staff Mtgs	Meeting	weekly
DPW Newsletter (German)	Print/Elec	weekly
Situation Awareness Messages	Email	weekly
Weekly Activity Report	Email	weekly
In-progress reviews	Meeting	varied
Employee job training	Classroom	varied
Town Hall Meetings	Forum	monthly
Strategic Planning Conferences	Conference	quarterly
Workforce Assemblies	Forum	bi-annual
Works Council Assemblies	Forum	annually

Figure 5.1-2 Workforce communication and sharing

5.1b Employee Performance Management System

Our employee performance management system supports high performance through a cycle of establishing performance objectives, providing regular performance feedback and establishing plans for further professional development. Our system also supports a customer and business focus because employee performance objectives are established to require the execution of our METL and strategic goals.

The USAG BHR's performance management system for US civilian and military employees is highly structured. Employee performance objectives and standards are identified and discussed quarterly and documented annually. These objectives are derived from the requirements of our METL's key processes and our strategic goals and objectives. IDPs are established during this performance counseling to identify training and development that's necessary to meet individual and organizational objectives. Supervisor-employee counseling sessions later provide feedback, reviewing the employee's performance, IDP progress, strengths, improvement opportunities, performance standards and objectives. At the conclusion of the annual rating period, employees are evaluated on the percent of completion of their stated objectives and their adherence to standards.

As a result of past tariff agreements with host nation labor bargaining units, our LN employees no longer receive an official annual performance appraisal. Therefore, it has been necessary to find new and approved ways to provide employee performance feedback and awards for high performance to our LN employees. We have begun planning for establishment of a Garrison Personnel Directorate which will assist in establishing a formal, garrison-wide, structured management system for our LN employees. In the meantime, some directorates have implemented systems to provide feedback and performance incentive to their LN employees. For example, the DPW, which employs the bulk of our LN work force, has established a system similar to that of our US civilian and military employees where employees are evaluated and appropriately rewarded at the end of a rating period for performance against established performance objectives or standards.

Figure 5.1-3 shows the incentive awards and recognition most frequently presented to garrison personnel. Garrison directorates also conduct team-building activities such as annual organizational days, outings and picnics, and Christmas parties. We conduct "Hail & Farewell" events on several levels to recognize new and departing employees. At the conclusion of our annual Length of Service recognition program, the GC grants administrative leave for the remainder of the day to recognized LN employees. Names and pictures of LN honorees are published in their local newspapers.

We monitor contract performance through an established quality assurance program that includes regular assessments and feedback reviews. Performance ob-

jectives and standards are specified in the contract and through the contractor's quality control plan which is reviewed and approved by the Government upon issuance of the contract. Contracts often include a financial bonus for high performance. Contract employee performance is the responsibility of the contractor but is also monitored by us through the quality assurance plan. We recognize outstanding contractor performance with certificates, coins and plaques.

Groups	Description
All employees	On-The-Spot & Special Act awards up to \$1500
	Performance awards up to five percent of annual salary
	Length of Service Recognition, Certificate of Achievement, Cdr's Achievement Medal, etc.
	Civilian Service Ribbon
	Service Recognition Ribbon
	Commander's Coin
BSB military	Army Commendation, Achievement, Meritorious Service, Legion of Merit Awards
U.S. civilians	Time Off Award
All community members	Volunteer Awards, Volunteer Medals
	Commander's Coin

Figure 5.1-3 Garrison performance incentive awards

We manage volunteer performance, where applicable, by working closely with our Volunteer Coordinator. We provide recognition with public presentation of letters, certificates, coins and awards such as the volunteer of the year award. Our annual volunteer dinner and awards ceremony recognizes volunteers for their contributions in front of their peers and worksite supervisors.

5.1c Hiring and Career Progression

(1) Formal written job descriptions define the characteristics and skills needed for our positions, and aid us in the hiring process. These are required and they detail major responsibilities, specific tasks to be performed and supervisory oversight. Prior to recruiting for a position, the supervisor must review job the description, verifying its accuracy or making appropriate modifications. When developing new or when modifying job descriptions, supervisors use current garrison job descriptions, standard Army job descriptions or define unique needs and requirements to classify new positions. Once established, job descriptions are formally reviewed, approved and classified by a personnel specialist. Key job characteristics and skills identified in the job description are extracted and provided to the Civilian Personnel Operations Center in the form of key words or phrases or required knowledge, skills and abilities that are incorpo-

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rated into job announcements and evaluation of applicant resumes.

Similarly, there is a standard structure for Tailored Garrisons, established by IMA-EURO that identifies the number of Soldiers by occupational specialty and rank.

(2) Our civilians are recruited through a paperless web-based resume system, RESUMIX, which permits screening of large numbers of resumes by identified characteristics and skills necessary for the job. Supervisors identify characteristics and skills necessary at the minimally qualified to the highly qualified levels for the job. With RESUMIX we are able to recruit world-wide for US career positions from a range of qualified applicants as well as locally for U.S. family member hires and LN positions. Job announcements are advertised locally as well as on the Internet. Our ACS provides information and training for using the RESUMIX system, and provides employment assistance to potential employees. Personnel actions for Soldiers and civilians are conducted through a variety of web-based systems.

We conduct telephonic and in-person interviews when hiring employees as well as federal and law-enforcement background checks on all employees.

We retain employees through a variety of benefits, incentives and other formal and informal means. We use regular pay increases, training and development opportunities, performance awards, on-the-spot cash awards, time-off awards, recognition ceremonies, renewal of overseas employment tours, the civilian fitness programs and other well-being programs, as well as garrison social events to boost retention. Recognizing that the difficulty in adjusting to living overseas affects retention, we assign sponsors to new employees to assist them with their transition into our workforce.

We ensure diversity of our workforce by executing our annual Affirmative Employment Plan (AEP) and by complying with our federal equal opportunity recruitment program. Our Special Emphasis Programs Committee (SEPC) reviews the AEP to insure equity in hiring, training, promotions, and awards. Our EEO and EO personnel sponsor ethnic and cultural observances throughout the year to teach diversity to our workforce and community. They also conduct mandatory TIPOSH and similarly brief Soldiers and family members during in-processing. The effectiveness of our EEO program can be measured in contacts resolved without complaint and subsequent savings in administrative and possibly penalty costs (see Figures 7.3-10 and 7.4-18).

DA Personnel systems centrally manage and recruit Soldiers of required military occupational specialty and rank for assignment to Baumholder. The GC can also exchange Soldiers with our customer units to ensure an effective assignment. As with our civilian employees, there are a variety of benefits and incentives in place to encourage retention.

(3) We ensure effective succession planning for leadership and management positions first by closely monitoring expected departure dates and recruiting for replace-

ment personnel to permit a training overlap between incoming and outgoing personnel. All USAG BHR Soldiers have an identified departure date upon their arrival. Army military personnel systems allow us to acquire the name, background and current duty location of replacement military personnel, including the GC, well in advance of their assignment. We always seek to obtain reporting dates for replacement military personnel that will overlap with departure dates of outgoing personnel. Similarly, our U.S. civilian employees also have an identified departure date. We closely monitoring these dates and manage schedules to maximize on the job training and knowledge sharing between incoming and outgoing employees.

In the case of our GC, effective succession planning includes having the experienced DGC attend the Army's Garrison Commander's Course with the future GC prior to his or her assumption of command. At that time, the Deputy Garrison Chairman presents our future GC with our latest APIC assessment, strategic plan and master plan.

All directors and managers are required to maintain continuity books of key METL processes, organizational structure, personnel, resources, strategic objectives, action plans and performance measures so incoming personnel can quickly and effectively understand how the garrison operates.

We also enhance succession planning by ensuring continuity of services of other employees during leave or other extended absences.

5.2 Employee Learning and Motivation

5.2a Employee Education, Training, & Development

(1) By addressing short- and long-term employee training requirements within the framework of an employee's IDP, we ensure that employee education and training contribute to the achievement of our action plans. IDPs, which are developed and revised with supervisors, identify the training and development requirements necessary to meet individual and organizational objectives. Our training database records identify current and past action plans for each employee.

We identify and execute performance improvement training across the garrison. Courses include process management, Army Performance Improvement Criteria, strategic planning, leadership education and development, IMA-EURO/SGO restructuring, information management, and marketing. We provide this training using a variety of sources: private consulting firms, train-the-trainer, civilian personnel instructors, and distance education.

Other training within the USAG BHR is decentralized within our METL service areas (such as the example of MWR in Figure 5.2-1) or within specific processes such as the reintegration process.

Our employee training database enables all employees to access their training record, IDP and training

U.S. Army Garrison Baumholder – Home of Champions nomination and evaluation. This database enables employees to generate their own training and accomplishment reports.

Certain employees also have an established Army Civilian Training and Education Development System plan which outlines specific training, education and work experience necessary for advancement within their career field.

DCA Courses	Eligible Participants
Basic Management	all Managers
Multi-Program Manager	Division Chiefs
Activity-Based Management	all Managers
Activity-Based Costing	all Managers & staff
Club Manager	Club Managers
Environmental Training	Auto Crafts
Automotive Training	Auto Crafts
Food Service Handlers	Club Staff
Internal Control	all Managers
TIPSOH	all Staff

Figure 5.2-1 METL-related specialized training

Finally, our LN employees are authorized up to five days of administrative leave annually to participate in free training outside their current career field.

(2) Immediate supervisors conduct new employee orientation using a standard checklist of mandatory requirements to include safety, the chain of supervision, the agency's place within the organization and how the employee's work relates to that of others. New employees also receive information on the garrison's vision, mission, strategic goals and objectives, which is then reinforced at the semi-annual employee assemblies. Support forms and the IDPs are prepared by the supervisor and employee and authenticated with a reviewer within 30 days of employment.

We ensure that formal and informal training meet our organizational needs related to diversity. We conduct 100% training in the TIPOSH and the Consideration of Others training which addresses subjects like HIV, safe sex practices, extremism, racism, diversity and homosexual conduct.

We promote ethical business practices through ethics training and financial disclosure reviews and further reinforce them through our command philosophy printed on our leadership cards.

Employees in leadership positions as well as employees exhibiting potential for future leadership and management positions are identified for leadership development. We provide opportunities to attend such courses as Supervisory Development, Manager Development, Leadership, Education and Development, Roles of Leadership, as well as programs such as Organizational Leadership for Executives, Personnel Management for Executives, and Army Management Staff College programs.

Employee, workplace, and environmental safety organizational needs are addressed through a variety of

programs, including regular safety briefings, safety inspections, force protection exercises, winter driving instruction, family advocacy programs, and training such as fire-warden training, suicide awareness, occupational safety, Subversion & Espionage Directed Against the U.S. Army (SAEDA), hazardous material disposal, first aid, asbestos, lead, radon, spill prevention and recycling. (3) We seek and incorporate input from employees, supervisors and managers on education and training needs at all levels throughout the organization through employee comments collected through our training database. Beginning with the DGC, who gleans training and development requirements related to the execution of our METL key processes and the attainment of our strategic objectives for performance counseling with METL proponents, the process is repeated throughout the garrison between each employee and supervisor. IDPs specify specific training needs and how they are to be met. Since IDPs are jointly developed by employees and their first-line supervisor, employees have the opportunity to include their long-term career training interests. With the IDP, employees know exactly what professional development training is required to meet their overall work and development objectives. In quarterly strategic planning conferences, directors discuss strategic training requirements and identify common training requirements that can be provided garrison-wide.

Organizational learning and knowledge assets are incorporated into our education and training through methods like chain teaching, focus groups, after-action reports, workshops, TDY trip reports and conferences such as our strategic planning conferences where training is provided by qualified garrison personnel and Army personnel from other commands.

(4) We deliver education and training through both traditional and non-formal approaches. In-class instruction is available both locally and by sending employees to other locations. We provide our employees with training and development opportunities from colleges and universities, professional groups, private companies and other military and civilian organizations. Out-of-class instruction is available as web-based, correspondence, CD-ROM, video or tele-conferencing. Our Digital Training Facility supports all of these training and development instructional modes, on both the individual and group level. Our Education Center also provides a large computer laboratory open seven days a week for on-line instruction and research.

We also utilize informal training delivery approaches. Training is conducted one-on-one, through staff and team meetings, conferences and off-sites, through training plans where different individuals share responsibility for various parts of training, by sharing after-action reports, by developing "smart" books and by sharing printed information and materials with co-workers.

(5) We reinforce the use of new knowledge and skills achieved through training by incorporating them into revised job performance standards and objectives on em-

U.S. Army Garrison Baumholder – Home of Champions
 ployee support forms, and providing appropriate recognition through our annual performance appraisals and awards programs. Skills are also incorporated into job duty descriptions, if appropriate. Training knowledge is incorporated through TDY trip reports and training comments in our database. New knowledge and skills are also reinforced again through the high frequency of chain teaching utilized by the USAG BHR and the Army whereby one or more employees are provided training as instructors. These individuals return to the worksite to train others while strictly adhering to the content and method. Most work files are kept in server libraries to ensure long-term use and knowledge transfer.

(6) We evaluate the effectiveness of our training through several means that take into account individual and organizational performance. Individual employee performance objectives are developed in conjunction with the METL key processes and strategic goals and objectives. Training and development necessary for METL execution and the attainment of strategic objectives is identified and formalized through the IDP. METL accomplishment and progress on strategic goals and objectives is therefore a direct reflection of the effectiveness of our education and training efforts. Effectiveness is also evident in on the job performance and is reflected formally in annual performance appraisals and informally in counseling sessions between supervisor and employees. Additionally, employees prepare AARs following participation in education and training activities.

5.2b Motivation and Career Development

Motivating employees to develop and utilize their full potential is a high priority for us and a key factor contributing to our success. Recognizing that what motivates one employee may not motivate another; we employ a variety of methods that foster and reinforce outstanding performance. Our employees know that outstanding performance is recognized and appreciated by leaders and colleagues alike. Managers and supervisors encourage and motivate employees to high performance both formally and informally (see Figure 5.1-3).

Our informal methods include internal promotions, details to higher level positions, on-the-job training, mentoring, developmental training, counseling and "home-grown" solutions such as our local German working tariff agreement discussed in 5.1a(2). Other informal motivational measures are the parties, organization days and the Hail & Farewells mentioned in 5.1b.

Finally, our SEPC supports employee motivation with additional examination of the equity of our hiring, training and awards processes to enhance employment and advancement opportunities for women and minorities.

5.3 Employee Well-being and Satisfaction

5.3a Work Environment

(1) We improve workplace health, safety, security and ergonomics by emphasizing safety and well-being both

on and away from the job site, and by closely monitoring health, safety and security activities in the quarterly performance METL Execution Brief.

Mechanisms exist for both our LN and U.S. employees to address health, safety, security and ergonomics through the Installation Safety Officer, the Environmental Officer, the S-2 and PMO on security issues and immediate supervisors concerning ergonomic issues. Our severely handicapped representative works issues that address our handicapped employees. LN employees can also seek representation through the works council or union representation. U.S. employees may avail themselves of federal Management-Employee Relations advisors to address working conditions. Performance measures of these workplace factors include:

Factor	Measure
Health	Sick leave
	Employee fitness program participation results
Safety	Vehicle accidents
	On-the-job injuries
Security	JSIVA assessment results
	Force protection & SAEDA training
	Force Protection training participation
Ergonomics	Furniture/Equipment replacement

Figure 5.3-1 Workforce well-being measures

(2) We first ensure workplace disaster preparedness by reducing the risk of disaster incidents through our installation force protection measures of controlled installation access and secured physical areas. We then ensure that the OSHA and German Military Administration Area IV (WBV IV) workplace safety requirements are properly implemented and regularly inspected. WBV IV is a set of German safety requirements whose continuing implementation is improving occupational safety inspection procedures and compliance in areas of emission control, hazardous materials, radiation protection, water protection, equipment safety, medical products and accident control. Each worksite also has an appointed and trained fire warden.

To enhance workplace disaster preparedness our employees participate in the garrison Force Protection/Mass Casualty exercises involving all members of the community wherein we simulate disasters and practice the coordinated responses of emergency services.

We maintain excellent relationships with local communities and organizations that protect our health and safety as well as that of our customers. During the past year, we publicly honored German police involved in helping provide force protection, and German doctors and medical people from local hospitals that routinely treat our customers on an out-patient referral basis. Our mutual defense pact with local German fire departments and paramedic organizations not only ensures we will respond to fires and other emergencies in the surround-

U.S. Army Garrison Baumholder – Home of Champions ing vicinity where many of our LN employees live, but also ensures they will respond to assist in our emergency situations when required.

5.3b Employee Support and Satisfaction

(1) We determine key factors affecting employee well-being, satisfaction, and motivation by regularly reviewing our demographics, our annual Employee climate survey results, absenteeism, grievances, EO/EEO complaints and on-the-job accident rates, safety inspections and our Health Promotions Well-Being and safety council.

Our diverse work force requires us to address the needs of our employees based on language, culture, and ethnicity. To accommodate our large German employee population (50% of our work force), we print our workforce information in both English and German as appropriate. Our annual employee climate survey, for example, is provided to employees in either German or English. Workforce assemblies and meetings are conducted in both English and German. We offer English classes to our LNs to enhance their English language capabilities. German classes emphasizing both language and culture are available for U.S. employees. Our SEPC fosters the understanding and appreciation of our culturally and ethnically diverse population. The SEPC executes this mission through their sponsorship and development of an annual calendar of bi-monthly cultural and ethnic public observances and celebrations for our entire community as seen in Figure 5.3-2.

Ethnic Observances & Cultural Celebrations
Martin Luther King Day
Black History Month
Women's History Month
Asian Pacific Islander Month
Hispanic Heritage Month
Native American Heritage Month
Days of Remembrance
Multi-Cultural Day

Figure 5.3-2 Workforce diversity events

(2) We support our employees via a large variety of formal and informal benefits, services and policies to accommodate the needs and desires of our diverse workforce. Some of the benefits include government-provided quarters or allowances for off-post housing, competitive salaries, and generous annual and sick leave to include leave to care for family members. Other benefits include participation in the federal Thrift Savings Plan (TSP) and 401k savings plan for U.S. civilian employees and Soldiers. Likewise, our LN employees will soon gain some control of their retirement pension similar to U.S. systems. All employees may use our three gymnasiums, golf course, indoor pool, and fitness workout studios. Soldiers have the opportunity to earn the Army Personal Fitness Test award and the German Marksmanship and Fitness & Endurance Badges.

Our support through services and policies is similarly comprehensive beginning with our observance of federal holidays or compensation thereof. Our Soldiers are released early on Thursdays to promote time with families in addition to receiving a day off a month as a training holiday. U.S. employees are granted up to 59 minutes of early release from work in conjunction with holidays and other special occasions. LN employees enjoy not only their German federal holidays but also our U.S. holidays as a result of their work tariff agreement. We nurture employee health and well-being with our civilian fitness program. Employees may enroll in a six-month program that allows up to three work hours weekly to be used for fitness purposes under the guidance of an Army Health Promotion Coordinator servicing our organization.

We contribute to workforce safety with our annual Safety Awareness Days wherein the Community Fire and Safety Offices conduct safety awareness activities for employees in conjunction with the local German Police and Fire Departments, the German Life Saving Association and the Dog Rescue teams and include training using drunk driving and stopping distance simulators.

We conduct regular workplace ergonomic inspections in accordance with German WBV IV and OSHA standards. A recent inspection resulted in upgrading of office furniture and sun-protecting blinds for several administrative offices. Similarly, we made non-radiating computer flat-panel screens the standard on all new computer systems in the garrison. Our safety office also inspects all work areas for OSHA compliance.

We nurture employee well-being and satisfaction by focusing on programs that reinforce fairness, dignity and respect. We address these values in three main programs: EEO, EO, and the Consideration of Others Program. EEO is mandated by law and is designed to address and prevent situations of disparate treatment based on race, religion, reprisal, national origin, age, sex, color, and disability. Our EEO personnel conduct work satisfaction surveys in bi-monthly sexual harassment sensing and training sessions for civilian personnel. EEO personnel conduct workplace sensing sessions and random customer contacts. EEO findings are presented to the BOD in our bi-annual conferences in a "Lessons Learned" training session. The focus of EO is to ensure freedom from sexual harassment. We conduct annual EO training for all military employees and TIPOSH for all civilians. The consideration of others program is given quarterly to military and civilian employees upon request. This program is an informational tool for Soldiers concerning HIV & safe sex practices, extremism, racism, diversity, and homosexual conduct.

We employ a number of morale-building activities and policies such as those shown in Figure 5.3-3. METL services of the garrison sponsor morale events such as month of the military child activities and the family fun fest. Our DPW improved morale in their work areas by better resourcing employees to do the work.

We foster overall garrison morale with organizational

U.S. Army Garrison Baumholder – Home of Champions days (worksites participate in leisure events), hail and farewell events, employee participation in our many annual community welfare events and holiday parties that include employee family members. Other activities and policies include publicly honoring our employees for their service tenure and sending a senior leader to the funerals of former employees. Our quarterly planning conferences take place away from the worksite and foster informal, efficient communication and familiarity that deepens working relationships.

Community Welfare Events
Baumholder Days Fest
CARE Fair
Multi-Culture Celebration
Ethnic Celebrations
SweetHeart Bazaar
Buccaneer Night
Volksmarch
Christmas Tree Lighting
Halloween Carnival
Family Fun Fest

Figure 5.3-3 Morale-building activities

All of these service functions, garrison-wide activities and personnel policies demonstrate our concern for employees, build *esprit de corps*, and contribute to greater morale, job satisfaction and organizational satisfaction.

We also contribute to the morale of our partner/suppliers by recognizing them in awards ceremonies honoring over 50 German and American contract security guards or another welcoming National Guard Soldiers. Each school year we conduct welcome and appreciation events for the teachers at our partner U.S. & German elementary and high schools.

(3) We determine staff satisfaction and well-being by conducting our annual employee climate survey to 100% of the workforce. We use a survey designed by Satisfaction Performance Research of Minneapolis, MN. This enables us to benchmark our employee's responses with those of more than 200 Fortune 500, Global 500, Fortune Most Admired companies as well as companies designated "Best in Class". Garrison leaders use the survey results to identify and improve performance by setting strategic objectives for improvement in the weakest areas during the quarterly SAP review. We track the volume of our employees' contact to EEO for assistance and then measure the rate of contacts that become formal complaints to judge employee satisfaction. LN sick leave use is also monitored and evaluated.

(4) We relate assessment findings to key business results by examining our annual climate survey results, i.e. how the employees of each METL proponent responded and responses by pay grade. These distinctions allow directors and managers to focus human resource efforts within their specific areas, thereby establishing a direct cause and effect between human resource improvement measures and business results.

6.0 Process Management

6.0 Process Management

Our management of key processes is critical to the USAG BHR's sustained high performance and the accomplishment of our strategic objectives. Our process management system allows us to design, implement, evaluate, and improve our processes so we can adapt quickly, effectively, and efficiently to ever-changing customer and market requirements. This provides increased value to our customers.

We have made significant progress in strengthening our systems of process management during the past year by identifying the processes that integrate into our METL and directly support our mission. We also developed an improved performance measurement process that evaluates our performance at executing our key processes.

By far, however, our most important and timely work was the design, formalization, testing, and documentation of a major new process to reintegrate 5,000 1st AD Soldiers back into the Baumholder community after their 15 months of service in Iraq. We designed this reintegration process from the ground up. The process now takes place in seven large temporary buildings, and covers over 48 processing elements (medical, dental, legal, vehicles, equipment, counseling, etc.) over a period of seven days and makes sure that the needs of our returning Soldiers are professionally and speedily handled. Over 4,500 Soldiers have been processed to date. *This highly successful process has already been designated as the DOD benchmark.* During the first weeks of operation we have demonstrated this process to the USAG HESSEN, IMA-EURO, the U.S. Air Force-Europe and representatives from stateside universities. Our redeployment process completes our achievement of 2003 when we established the USAREUR deployment standards for the Installation Staging Area.

Our processes have set benchmarks in other METL areas such as our Community Mailroom's procedure for redeploying mail as the IMA-EURO standard as well as our award-winning Property Book Office (1st Place, DA, Supply Excellence Award) and our Drivers Testing Station (IMA-EURO Station of the Year).

6.1 Value Creation Processes

6.1a Value Creation Processes

We identified our key processes by analyzing the Standard Army Garrison METL, our organizational mission, our locally-defined or new processes, temporary or special nature processes, and APIC-defined processes. This provides an organization wide list of "important processes". We further analyzed each process on this list for impact on our customers and our business operations, thereby determining those that are "key" to what we do, finally determining which value-creation processes and support processes are our most important. This development sequence is repeated regularly during

U.S. Army Garrison Baumholder – Home of Champions our semi-annual strategic planning conferences and annual APIC assessments.

(1) During our most recent planning cycle, we used the method described above. Through brainstorming, we found the Standard Army Garrison METL appropriately identified our key value creation processes, with a few exceptions. We eliminated some processes we do not perform in Baumholder and added two key processes found in our mission and locally-defined: our Host Nation relationship and reintegration processes. Our six major overarching process groups define our METL structure, and the thirty-one sub-processes (the METL's sub-tasks), together with our modifications, form our key value-creation processes. All key processes receive special management attention as described in the following paragraphs. Our six comprehensive key processes are:

Key Processes	
1.0	Exercise command and control
2.0	Provide for public safety & security
3.0	Provide sound stewardship of installation resources and the environment
4.0	Provide services/programs to enable readiness
5.0	Execute Community & Family Support services and programs
6.0	Maintain & improve installation infrastructure

Figure 6.1-1 USAG BHR Key Processes

Our key value-creation processes are shown in Figure 6.1-2 on the next page. Each process produces a service that a USAG BHR customer is required to receive, entitled to receive, or seeks by choice. Our processes may create value for our customers in one of three ways. Processes produce services delivered directly to a customer (e.g., child care), on behalf of a customer (e.g., force protection) or the processes may provide an essential command or management function (e.g., communications) that is essential for all operations. The processes in Figure 6.1-2 further create value by meeting or exceeding DA standards for the performance of these processes and exceeding customer expectations.

(2) Each process has an assigned "proponent" who determines the requirements of an assigned key value creation process (Figure 6.1.3). The method of determining requirements differs by process but always includes conversations with the customers and stakeholders involved, as well as a thorough review of regulations and both German and American laws that may impact the particular product or service being delivered. Input from suppliers and partners is gathered through direct contacts and discussions, meetings, joint planning sessions, memorandums of understanding, service-level agreements, Army standards, guidance from higher headquarters and various Army planning systems and documents.

Key Value Creation Process	Value to Customer, Organization, Stakeholder	Results
1.0 Exercise command and control		
Foster German-American relations	Cultural awareness and appreciation	7.6-5,-6,-7
Direct the efforts of the garrison staff	Coordinated efforts throughout installation	7.1-1,-2
Maintain situational awareness	Timely information to customers	7.6-5,-6
Monitor garrison operations	Coordinated efforts throughout installation	7.1-11
Support to partners and key communities	Necessary services available; reinvestment in community	7.6-8,-9
2.0 Provide for public safety and security		
Execute security and intelligence functions	Safe community	7.1-5
Execute anti-terrorism and force protection measures	Adequate protection measures	7.5-1
Perform corrections, law enforcement and physical security functions	Safe community	7.2-1,-2,-3
Administer the installation safety program	Safe community	7.1-12
3.0 Provide sound stewardship of installation resources and the environment		
Perform managerial accounting functions	Sound stewardship	7.1-13
Support family and community health programs	Personal well-being	7.4-19
Provide asset management	Sufficient resources	7.2-5
Ensure efficient use of facilities and infrastructure	Adequate facilities available	7.1-16
Administer environmental conservation, restoration, compliance and pollution prevention	Safe environment	7.6-11,-12,-13
4.0 Provide services/programs to enable readiness		
Support reintegration following extended deployment	Efficient and effective processing	7.1-9,-10; 7.2-6,-7
Store, issue, order, receive, inventory and manage retail supplies; process requisitions .	Adequate supplies available	7.1-4
Provide Organizational Clothing and Individual Equipment	Individual readiness	New
Provide transportation management services related to commercial transportation of persons and things	Efficient shipment of personal property	7.2-8
Centrally manage and maintain hazardous material	Safe environment	7.6-11
Provide installation dining facility services	Personal well-being	COR Checklist
Provides for installation-level planning and support for training and deployment	Coordinated efforts throughout installation	7.1-14
Assist Contracting Agency in managing contracts	Services, equipment, supplies available as required	7.1-8
5.0 Execute community & family support services and programs		
Provide & manage civilian personnel administration, operations, advisory svcs for AF/NAF positions	Employment and development opportunities; continuation of services	7.4-3,-5,-10, 12,-13,-20
Provide military personnel and family assistance	Personal and family well-being	7.1-6
Provide high quality MWR and family programs	Quality sports, recreation, and leisure programs	7.2-13 to -17
	Affordable, reliable, and flexible childcare	7.2-11,-12
Provide religious support activities	Religious opportunities available	N/A
6.0 Maintain & improve installation infrastructure		
Maintain and repair installation facilities	Effective maintenance and prompt repair	7.2-19,-20
Manage the maintenance, repair and upkeep for all grounds and surfaces	Effective maintenance and prompt repair	7.2-19,-20
Provide heating/cooling, water, waste water, electrical, and other utility services	Necessary services available	7.2-19,-20
Manage Army and installation housing utilization policies and programs	Housing and lodging available as needed	7.2-18
Manage installation real property	Adequate living quarters	7.2-18

6.1-2 Key Value creation processes

Key Value Creation Process	Requirements	Performance Measures
1.0 Exercise command and control		
Foster German-American relations	Trained personnel, special equipment	% effectiveness
Direct the efforts of the garrison staff	Trained personnel, funding	% customer sat
Maintain situational awareness	Trained personnel, special equipment	% media effectiveness
Monitor garrison operations	Trained personnel, funding	% customer sat
Support to partners and key communities	Trained personnel, funding, designated facilities	% customer sat; amount return investment
2.0 Provide for public safety and security		
Execute security and intelligence functions	Trained personnel, validated plans, special equip	% customer sat
Execute anti-terrorism and force protection measures	Validated AT/FP plans; personnel; training program	JISVA results; % staff trained
Perform corrections, law enforcement and physical security functions	Designated facilities, trained personnel, special equipment	MP response time; crime rates
Administer the installation safety program	Trained personnel, validated plans	# accidents; % customer sat
3.0 Provide sound stewardship of installation resources and the environment		
Perform managerial accounting functions	Trained personnel, automation systems, plans	Audit results
Support family and community health programs	Trained personnel, designated facilities, special equipment, command support	% participation; Civ Fitness results
Provide asset management	Trained personnel, designated facilities, automation equipment	Reports of Survey completion time
Ensure efficient use of facilities and infrastructure	Facilities, personnel, special equipment	% customer sat
Administer environmental conservation, restoration, compliance and pollution prevention	Trained personnel, response plans, knowledge of host nation & US requirements	EPAS results
4.0 Provide services/programs to enable readiness		
Support reintegration following extended deployment	Trained personnel, funding, contracts, automation	% customer sat
Store, issue, order, receive, inventory and manage retail supplies; process requisitions .	Designated facilities, trained personnel, transportation	% customer sat
Provide Organizational Clothing and Individual Equipment	Designated facilities, trained personnel, transportation	% customer sat; wait time
Provide transportation management services related to commercial transportation of persons and things	Trained personnel, facilities, funding	% NTV requests filled; % utilization
Centrally manage and maintain hazardous material	Special equipment, facilities, trained personnel, emergency response plans	EPAS results
Provide installation dining facility services	Facilities, personnel, special equipment	% customer sat
Provides for installation-level support for training and deployment	Trained personnel, automation systems, plans, special equipment	% customer sat; % deployable
Assist Contracting Agency in managing contracts	COR-trained personnel, funding	IPR results
5.0 Execute community & family support services and programs		
Provide & manage civilian personnel administration, operations, advisory svcs for AF/NAF positions	Trained personnel, appropriate automation systems, equipment, funding, authorizations	% hired; % employee sat
Provide military personnel and family assistance	Trained personnel, facilities, funding	# assisted; % sat
Provide high quality MWR and family programs	Designated facilities, trained personnel, accreditation, special equipment	% need met; % participating; ICE
Provide religious support activities	Religious facilities; equipment; trained personnel	% participation
6.0 Maintain & improve installation infrastructure		
Maintain and repair installation facilities	Trained personnel; master plan; funding	% service orders
Manage the maintenance, repair and upkeep for all grounds and surfaces	Trained personnel, special equipment, master plan, funding	% funding; % customer sat
Provide heating/cooling, water, waste water, electrical, and other utility services	Trained personnel, special equipment, master plan, funding	% customer sat
Manage Army and installation housing utilization policies and programs	Trained personnel, special equipment, master plan, funding, designated facilities	% renovation; % refit; % productivity
Manage installation real property	Trained personnel; designated facilities; funding	Utilization rates

6.1-3 Requirements for key value creation processes

Process owners use an online Process Information Document (PID) to capture and record requirements data for products, services, and processes. Each subprocess (the METL sub-tasks) has its own PID document which is accessible online and updated by the process owner. PIDs are comprehensive documents designed to capture and record Supplier, Input, Process, Output, and Customer (SIPOC) data as well as other process measurements and other process-level parameters, as many as 35 data elements in all.

(3) Our six-step process design sequence is shown in Figure 6.1.4 and is used by most organizations as the conceptual basis of process design.

1	Name the new process and select a process proponent (owner)
2	Select a team and initiate a PID Document
3	Determine process requirements
4	Complete the design
5	Test the process
6	Complete process documentation

Figure 6.1-4 Process design sequence

We use the PID during the design phase to help capture process design requirements and to generate ideas on appropriate measures and other parameters. Specific methods and tools of process design vary by the type, complexity of the process involved, and the urgency of customer requirements.

For a major new process involving many functions, suppliers, and partners, we organize an agile, special purpose, cross-functional team, and work in a single location to accomplish the design. For example, in July 2005 we structured a four-day offsite conference led by senior leadership with directors, our partner/suppliers, subject matter experts and customer representatives. Working on laptops with wireless Internet access and networking, we analyzed requirements, regulations, and headquarters guidance to design a complete process plan for the Soldier and family requirements of Pre-deployment, Deployment, Deployment Sustainment and Soldier Re-integration to support the OIF 2 deployment. Our process plans will be shared with our sister garrisons and later exported to the other garrisons remaining behind after the re-stationing of the 1st Infantry Division to CONUS. This will supplement our previous process improvements since used throughout the European theater such as the standard for Installation Staging Areas and the Individual Soldier reintegration database.

We effectively and efficiently integrate new technology into existing processes. All of our management personnel are fluent in the use of computing resources, laptop computers, and the Internet. We use state-of-the-art communications systems to ensure that we are in contact with each other, and virtually all of our important management systems are online. We are currently in

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the process of installing fiber optics that will strengthen communications capabilities across our footprint.

Cycle time, productivity, cost control, efficiency and other effectiveness measures are monitored by process proponents or their assignees on a continuing basis. In the example of our reintegration process, the methods used range from reading and analyzing report summaries, updating and analyzing a Microsoft Access database of over 57 measures, and monitoring performance real-time via one of our online data collection and control systems at all processing integration stations from one online Intranet. Each functioning proponent in the reintegration process constantly makes real-time input into the process. The input is monitored at the end of each day of the 7-day cycle and reviewed daily with our customers as well as partner participants at the daily RUB meeting. Monitoring of all of our processes receives the same level of attention by process proponents.

Two other related examples occurred in conjunction with deployment to Iraq. The first is our motor pool clean-up. During the deployment phase, our Environmental Quality Control Council determined that a new clean-up process should be established and implemented for all barracks and motor pools as the units deployed. Hazardous materials were identified, shelf life expiration dates determined and anything that would expire during the deployment period was disposed of appropriately to prevent any hazardous pollution while units were deployed. Through the cooperation and interaction between military units, the DPW and the Directorate of Logistics, all storage areas were inspected, hazardous materials were identified and were appropriately controlled to include appropriate disposal.

Secondly, while inspecting for hazardous materials, inspectors noted considerable damage inside and outside of barracks buildings. Engineers were called upon to systematically inspect the buildings, determine conditions and identify all requirements necessary to bring them back to standard. More maintenance and repair was required than initially thought. Senior leadership, the BOD, Soldiers' rear detachment commanders and DPW employees worked together to ensure all barracks could be brought back to standard while Soldiers were deployed. They identified work, manpower and financial requirements, possible funding sources, work requirements (in-house or contract), reporting, review and communication requirements. Teams were organized to work out all requirements and plan work processes. Multi-craft teams, consisting of carpenters, painters, plumbers, electricians, roofers, metal workers, masons and air-conditioning/refrigeration mechanics, were organized to perform the work. Contracts were awarded for those things that could not be done in-house. Target completion dates were established and a series of meetings, in-process reviews and reporting requirements established. As a result of the planning process and cooperation between all parties, all barracks were refit to standard before Soldiers returned from deployment. We

improved 2,724 rooms in 84 buildings and replaced 9,732 pieces of furniture at a total cost of \$6.2M.

(4) Each of our 31 key value creation processes has at least one key measure of performance, and usually more than one. These measures of performance encompass quality, quantity, cost, speed, delays, participation, and customer satisfaction. Measure frequency varies from quarterly to even hourly, depending on what is appropriate for the process. Our key value creation processes and their performance measures were presented in Figure 6.1-3. All key value creation process measures reside in an online, shared database that is the heart of our performance measurement system. Most measures are derived from the performance measurement system used by the U.S. Army's ISR so we have some capability to use comparative data representing other installations. Process proponents, and other managers as assigned, monitor and analyze process performance data to ensure control and improvement. The MEB, AFEB, NEB and our strategic plan execution briefings provide executive reviews of and decision-making on this same data and its analysis.

Day-to-day management of our key processes is assigned to a process proponent, who assumes owner responsibilities for monitoring, controlling, and managing his or her assigned process so that it meets requirements. This management is monitored by senior leaders and the BOD. Our leaders use the listening and learning posts seen in category 3 to hear directly from customers, so if something breaks down and affects the ability to meet requirements, our leaders hear about it quickly. Our operations are also monitored by Soldier's senior commanders to ensure that their people (our customers) are well served.

We use in-process measures as much as we can to ensure good results at the key process level. Measures, goals, and Army standards have been established for many of the sub-processes of our key value creation processes. Where present, these are outlined in the PID and monitored by front-line personnel at various points in the process.

Our location is somewhat isolated, so close relationships have evolved with our suppliers and partners, most of whom are units of other federal government agencies. We work shoulder-to-shoulder with most of our partners and suppliers and their input is both welcomed and used on a daily basis.

(5) Most of our key value creation processes are mature, well-controlled, constantly monitored and are producing good results, so we have only minimal need for inspections, tests, and audits. Those that we do have, and rely on for control, are mandated by the Army or by the DOD. Process proponents understand the concepts of excessive, costly process controls and make every effort to find and eliminate these. In our process improvement work, we use a tool called a "process screen" to help eliminate excessive costs. This tool helps us

U.S. Army Garrison Baumholder – Home of Champions screen a process for excessive costs of any kind, especially costs from excessive controls and inspections.

Each process proponent establishes methodologies to prevent defects and rework, and we seek to bring these levels to zero. Since much of our organizational output involves responding to requests for services, we normally track call-backs and repeat requests for the same service. These "second-try" services represent our "warranty costs" and we like to manage them to near zero.

(6) Our system for process improvement begins with the process proponent or owner. He or she is responsible for the continuous improvement of his or her assigned process. Like all improvement efforts within the USAG BHR, we use our PPER (Figure 6.1-5) approach for process improvement that is also on our leadership card.

HOW WE WORK....

PPER: PLAN, PREPARE, EXECUTE, REVIEW

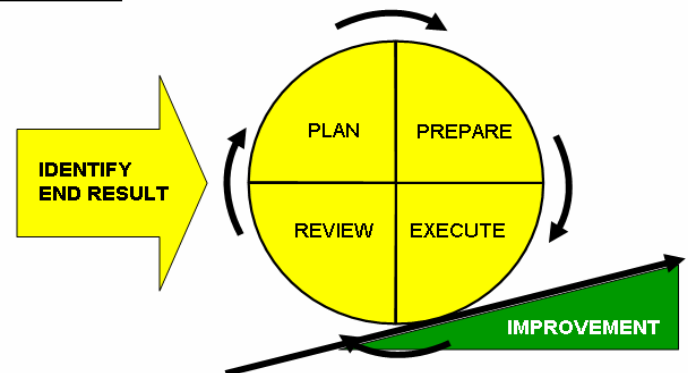


Figure 6.1-5 USAG BHR improvement process model

Each value creation process has an associated PID which assists us by functioning as a plan for process improvement and a record of improvements made. The PID captures a wealth of information about the process, including known issues, performance problems, plans for improvement, and the results of recent improvement activities. A process proponent may involve his or her staff members in the improvement or may set up a special team to work on the improvement. In most cases, we begin with an "as is" flowchart, current performance data, a list of known issues, and other pertinent data. The team proposes improvements to the process, often creating a "to be" flowchart and a series of action plans that will close the gap between the current and desired process. Several other tools are available to process proponents: Smart Draw software for creating flowcharts and block diagrams, Process Screens, a locally-developed list of 35 questions that we use to help identify process problems, and a process maturity grid, which is a locally-developed method of evaluating the overall maturity and capability of a process.

All of our process proponents as well as the senior leaders of the garrison (over 60 people in total) have undergone formal process management training.

Overall, this training, our system of process proponents, and the tools and methods outlined above have helped us achieve better performance, reduced variability, and improved products and services. This system keeps our processes current with business needs and direction.

Process improvements are shared in at least the following ten ways: IPRs, AARs, Lessons Learned analysis, AFAP conference results, strategic planning conferences results, staff meetings, WARs, review & analysis sessions, manpower briefings and civilian workforce briefings.

Processes are monitored and analyzed within our MEB. Using a standard format, service providers must elucidate on the causes and effects being monitored within their particular processes. Process results data is depicted in a chart form and provide an analysis of cause and effect within the process. Improvements are shared in the MEB by all directors and service function and service area managers. The MEB is maintained in a database on a central server for on-demand accessibility, use and learning.

6.2 Support Processes

6.2a Support Processes

(1) We determine our key processes as described in item 6.1. Our key support processes are those processes that enable us to successfully execute our value creation processes. Our key support processes enable our value creation processes, and are key because, if mismanaged, they would have a crippling impact on the products and services we provide to our customers. Like our key value creation processes, we have identified six support process groups containing 38 key support processes (Figure 6.2-1).

(2) We determine key support process requirements with customers, suppliers and partners through our listening and learning forums. Additionally, our annual employee survey helps us identify support process requirements from the employees who execute these processes. We also determine key support process requirements through MEB, AFEB, NEB and our quarterly strategic planning conferences. The PID assists us in capturing and recording process requirements.

(3) We use the same process model and method to design key support processes as was discussed in section 6.1a(3).

(4) Our performance measures and indicators for controlling and improving our key support processes are shown in Figure 6.2-1. Management, oversight and control of our key support processes rest with senior leaders and the BOD. Our annual APIC submission provides our most comprehensive assessment of key support processes and performance requirements. It provides assessment at three levels: self-assessment, IMA-EURO, and IMA levels. In 2004, we were assessed twice, each time by a different group. In-process meas-

ures are also reviewed, analyzed and used in managing key support processes through our MEB, as well as our CIP, Material Weakness Plan, and bi-annual IG organizational assessments. These assessments gather customer, supplier and partner input, as do listening and learning forums, IPRs and AARs, which we then use in managing our key support processes.

(5) We minimize costs of inspections, tests and audits by making maximum use of in-place or mandated assessments. As previously noted, we use our APIC assessment to increase efficiencies and foster improvement. The CIP, Material Weakness Plan, and bi-annual IG organizational assessments are all mandated assessments. By making maximum use of the findings from these assessments, we reduce the need for other inspections. Furthermore, most of our inspections, tests and other assessments are performed by other federal government personnel; thereby further reducing costs to us. Finally, in many areas, such as our CDCs, CYS and ACS, we enforce strict adherence to established accreditation requirements, thereby reducing the need for and costs associated with re-inspections.

We reduce defects and rework by thoroughly preparing for and rehearsing execution of any new key support processes. For current processes, our Process Screen assists us in identifying errors, mistakes and defects, their causes and possible solutions. Our PID ensures customer and supplier requirements and feedback are captured for consideration in reducing defects and rework. We utilize in-progress reviews to evaluate progress and correct deficiencies and use AARs to identify lessons learned for future processes.

(6) We improve our support processes to achieve better performance, reduce variability and keep processes current with business needs in the same manner described in section 6.1.a(6). Similarly, we share improvements with other organizational units and processes through IPRs, AARs and Lessons Learned analysis, AFAP conferences, strategic planning conferences, staff meetings, weekly activity reports, review and analysis sessions, manpower briefings and civilian workforce briefings.

6.2b Operational Planning

(1) We ensure adequate financial resources through planned operational funding from the USAG Hessen and then through our monthly NEB and AFEB sessions. We require quarterly cost improvements from each director that are reviewed in our sessions (see Figure 7.3-6). Cost information from Activity Based Costing programs provides current financial standings to support fund allocation decisions.

(2) To ensure the continuity of operations in the event of an emergency, we plan and execute disaster and force protection exercises as discussed earlier. Appropriate personnel are identified as "emergency essential." These persons have appropriate security clearances, operation obligations and physical access to keep operations functioning especially in cases of increased threat conditions.

Key Support Process	Requirements	Performance Measures
1.0 Provide organizational leadership and social responsibility		
Set direction (senior leaders)	Trained personnel, funding, assessments, audits, and inspections	SAP progress; # personnel trained; assessment results; employee satisfaction
Create an environment that supports excellence		
Provide organizational governance		
Provide reviews of organizational performance		
Evaluate the performance of senior leaders		
Address and respond to public responsibilities		
Ensure ethical responsibilities		
Provide support to key communities		
2.0 Develop and deploy strategic objectives and action plans; measure progress		
Develop strategy	Trained personnel, funding, assessments, audits, and inspections	Same as above
Develop and implement action plans		
Develop performance projections		
3.0 Evaluate customer and market focus		
Segment customer groups and/or market segments	Trained personnel, funding, assessments, audits, and inspections	Same as above
Define customer requirements		
Build customer relationships		
Manage complaints		
Determine and measure customer satisfaction		
4.0 Measure and analyze organizational performance; manage information and knowledge		
Measure performance	Trained personnel, funding, assessments, audits, and inspections	SAP progress; # personnel trained; assessment results; employee satisfaction
Analyze performance		
Make data and information available		
Ensure hardware and software quality		
Manage organization member knowledge		
Manage customer knowledge		
Define and manage best practices		
Ensure data and information quality		
5.0 Manage human resources		
Organize and manage work	Trained personnel, funding, assessments, audits, and inspections	SAP progress; # personnel trained; assessment results; employee satisfaction
Manage organization member performance		
Manage hiring and career progression		
Manage education, training and development		
Provide motivation and career development		
Improve the work environment		
Determine key factors of employee satisfaction		
Support employees		
Determine employee satisfaction		
6.0 Manage product, services and business processes		
Define key value creation and support processes	Trained personnel, funding, assessments, audits, and inspections	SAP progress; # personnel trained; assessment results; employee satisfaction
Determine key requirements for key value creation and support processes		
Design and implement key processes		
Establish key measurement parameters and manage the day-to-day operations of key processes		
Improve the performance and efficiency of key processes		

Figure 6.2-1 Key support processes

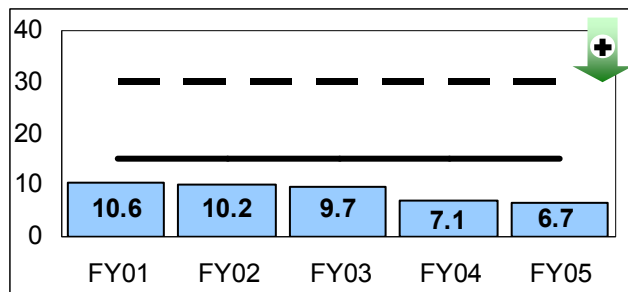
7.0 Business Results

7.1 PRODUCT & SERVICE OUTCOMES

Category 7 results depicting annual trends are consolidated quarterly measurements. Figures 7.1-1 to 7.1-17 depict results of processes from our METL. Where applicable, the lower performance DA standard is depicted by a dashed line and the higher performance DA standard is depicted by a solid line. Our results presented here represent process measurements of cycle time, efficiency, completeness, as well as other process measure types.

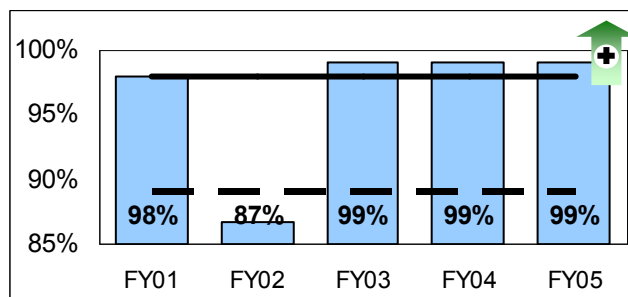
METL: Safety & Security Customers: All

7.1-1 Military Police Response Time (min.)



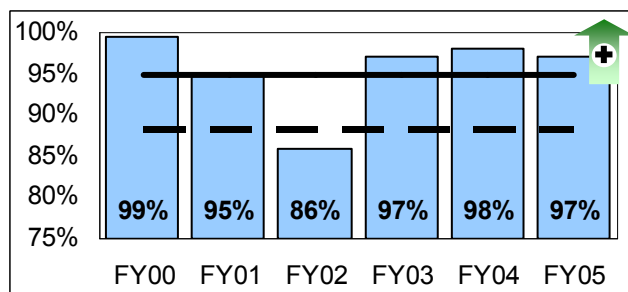
We consistently exceed the higher DA performance standard and have improved again in FY05.

7.1-2 % MP Investigations Done <60 Days Customers: All



After process improvement in FY02, our daily monitoring of this process allows for quick identification and remedy of any problems and has since allowed us to consistently exceed the higher performance standard.

7.1-3 % MP Reports Done w/n 10 Days of Case Closure Customers: All

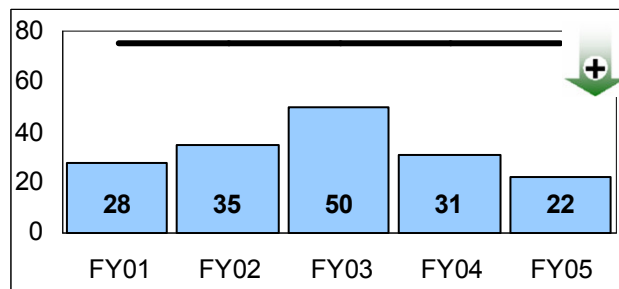


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Despite our slightly lower performance this year due to long-term sickness in this work section and increased case load, we still far exceed standard for this service.

METL: Stewardship of Installation Resources & Environment

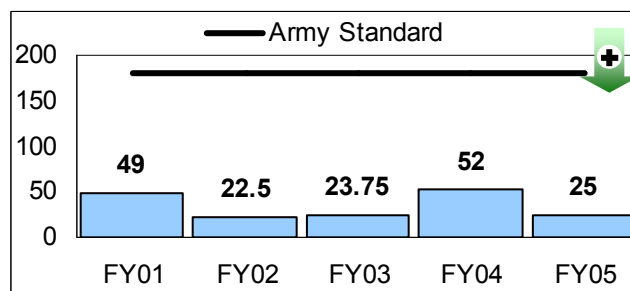
7.1-4 Days to Complete Reports of Survey Customers: Military Units



Through better accountability processes with investigating officers we have improved in reducing processing time for resolution of property accountability and far exceed standard.

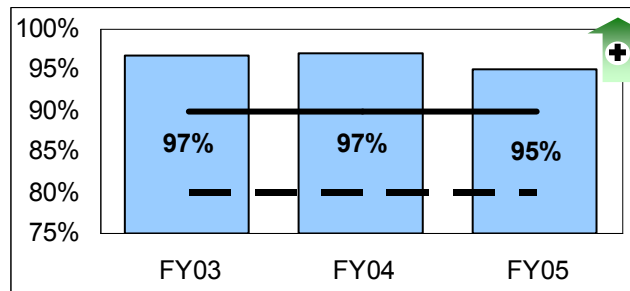
METL: Readiness Services & Programs

7.1-5 Logistics: Property Time in Storage Customers: Soldiers



After DA stop/loss policy in FY04 created excessive property storage times we were able to improve again to a very high level of performance.

7.1-6 Vehicle Need Met Customers: Military Units

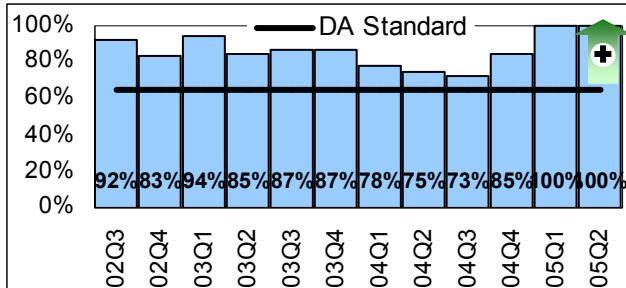


Fleet-right sizing and our customers' heavy schedule of local European movements have slightly decreased our performance in this area.

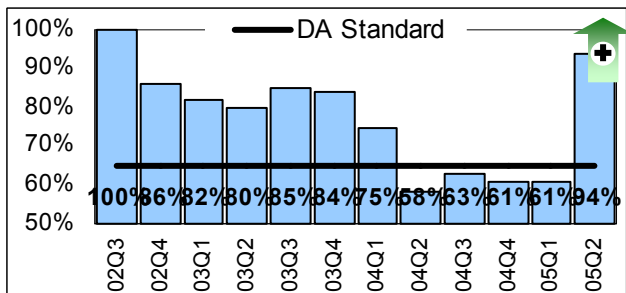
METL: Community & Family Support Programs and Services

Figures 7.1-7 to 7.1-8: Successful CONUS college intern recruitment coupled with the expansion of in-home care and LN staff recruitment have significantly improved our performance in this area.

7.1-7 CYS: Infant Need Met Customers: Family Members

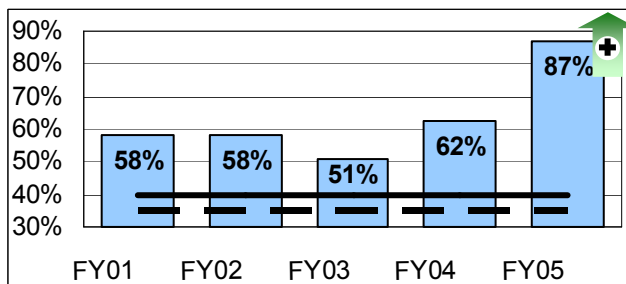


7.1-8 CYS: Toddler Need Met Customers: Family Members

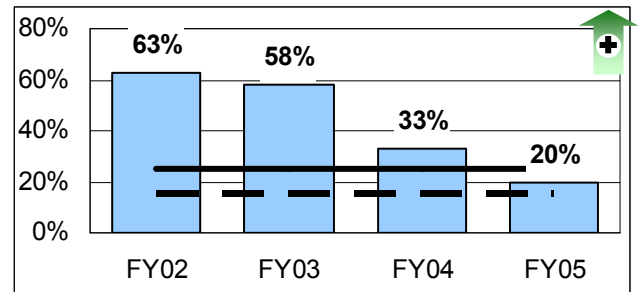


Figures 7.1-9 to 7.1-13: % Customer Participation
After committing to maintaining regular operating hours for our family member customers during deployment and by re-programming our services to family members, we have kept loyal family member customers. The return of Soldiers and military units from OIF 1 have improved use in most areas. Library usage is down due to the expansion of Internet access at our education center.

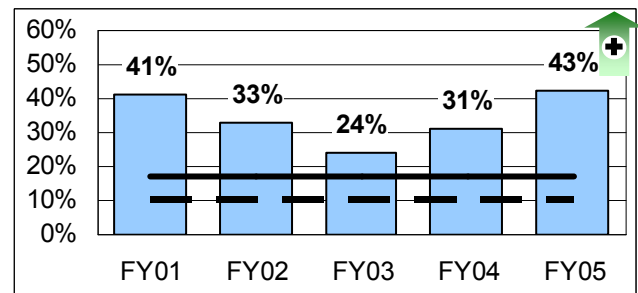
7.1-9 Sports Programs Customers: All



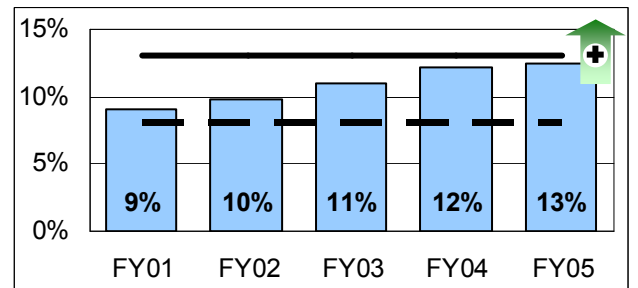
7.1-10 Library Programs Customers: All



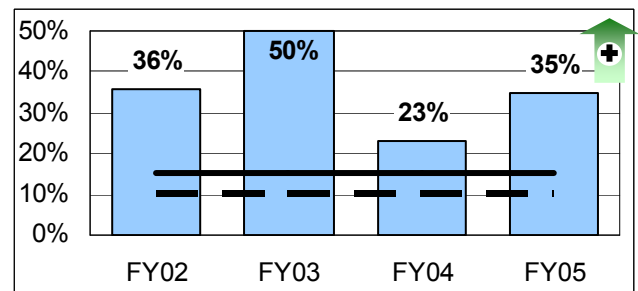
7.1-11 Auto Skills Programs Customers: Soldiers



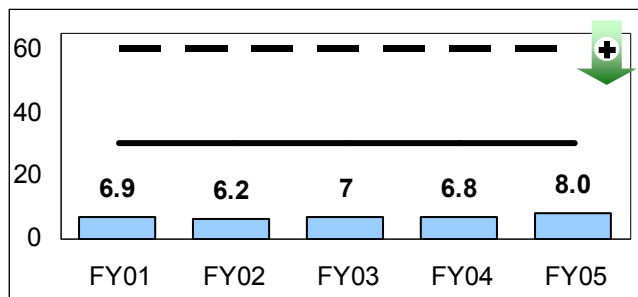
7.1-12 Arts & Crafts Programs Customers: Family Members



7.1-13 Outdoor Recreation Customers: All

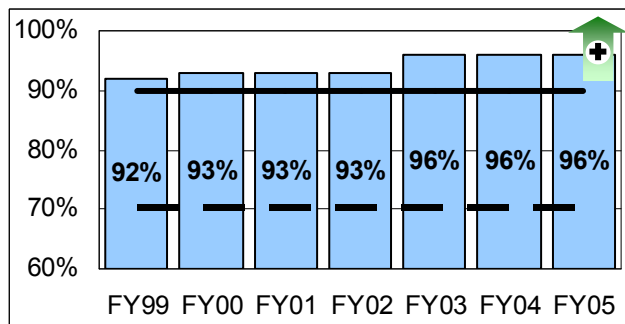


METL: Infrastructure Maintenance & Improvement
7.1-14 Engineering: Days to House Customers: Soldiers



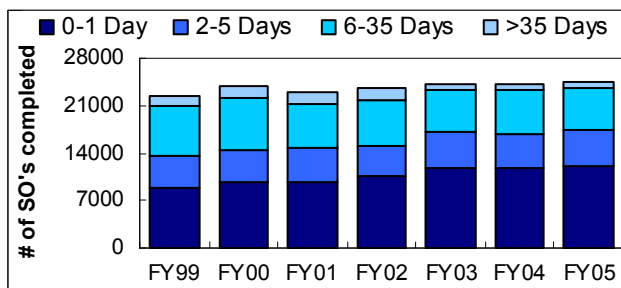
Presently we enjoy excess housing and customers are taking longer to decide on their choice of quarters leading to a slight decrease in our performance in this area although we still far exceed the higher 30-day standard.

7.1-15 Service Orders Completed On Time Customers: All



We consistently exceed the higher DA performance standard of completing 90% or more of service orders within established time standards.

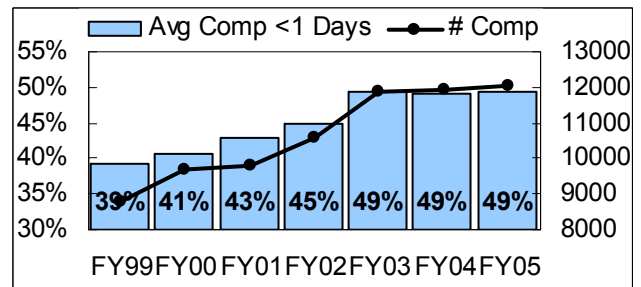
7.1-16 Service Order Completion Customers: All



The improvement of our work processes in this METL area through a combination of better resourcing and work planning have slightly increased the number of service orders completed in just one day despite an increase already of several hundred service orders. (FY05 is 75% complete).

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7.1-17 % Service Orders Completed <1 Day Customers: All

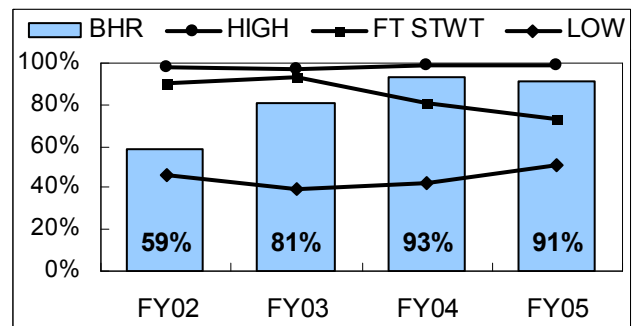


We have increased the percentage of service orders completed in less than one day by 32% and the annual number of service orders completed by 48% over the past six years (FY05 is 75% complete).

7.2 CUSTOMER FOCUSED RESULTS

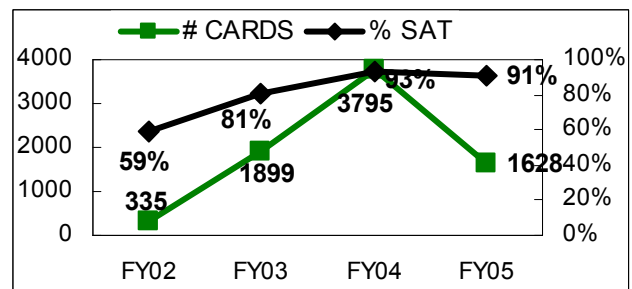
Figures 7.2-1 to 7.2-6 show transactional customer satisfaction results from the Department of Defense Interactive Customer Evaluation System, ICE.

7.2-1 USAG BHR ICE vs. DOD-Wide (METL: All) Customers: All



Comparing over 400 DOD installations world-wide, we far exceed the higher standard of 85% satisfaction, maintaining some of the highest results and again significantly surpassing the FY05 ACOE winner, Ft. Stewart.

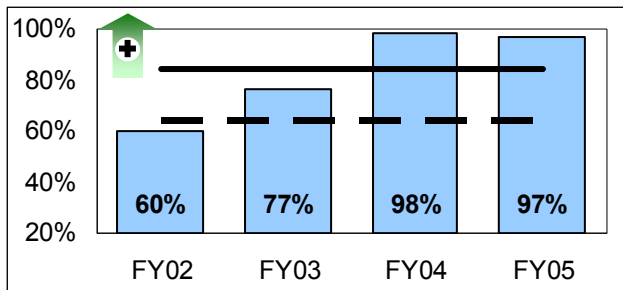
7.2-2 USAG BHR ICE Satisfaction Progress (METL: All)



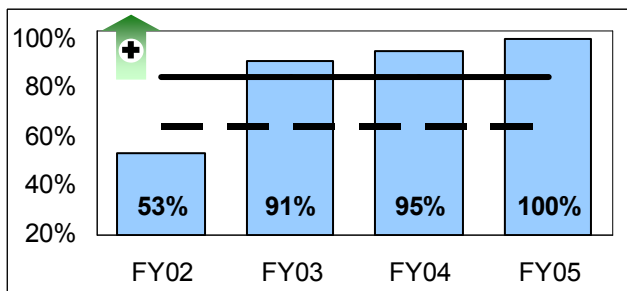
Our use of ICE has more accurately captured our customers' satisfaction as we have developed regular, systematic collection of customer transaction information.

Figures 7.2-3 to 7.2-6 depict customer satisfaction with our METL processes. The lower DOD standard (at least 65% customer satisfaction) is represented by a dashed line and the higher standard (at least 85% customer satisfaction) is represented by a solid line. We exceed the higher standard in all areas.

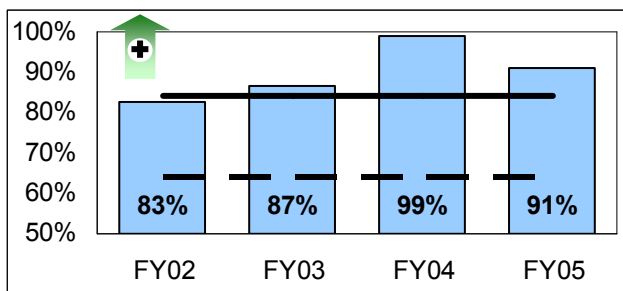
7.2-3 DES ICE (METL: Safety /Security) Customers: Soldiers, Military Units



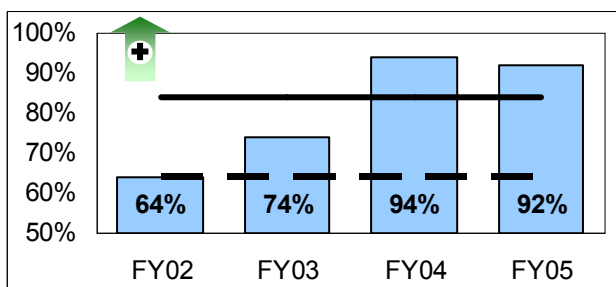
7.2-4 DOL ICE (METL: Stewardship, Readiness) Customers: Soldiers, Military Units



7.2-5 S-2/3 Operations ICE (METL: Security, Readiness) Customers: Military Units

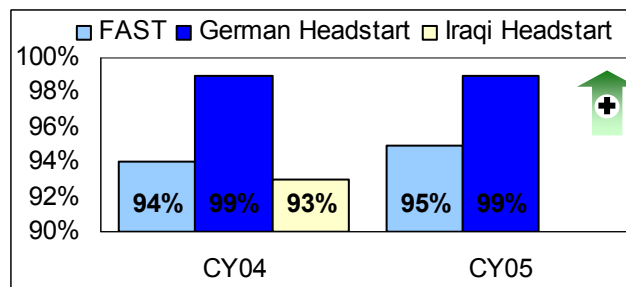


7.2-6 DCA ICE (METL: Community & Family Support Services and Programs) Customers: Family Members



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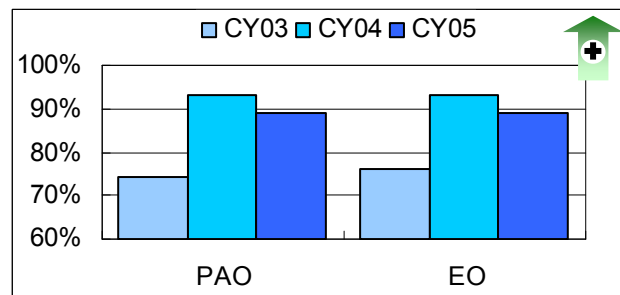
7.2-7 Customer Readiness Education Satisfaction (METL: Readiness) Customer: Soldiers



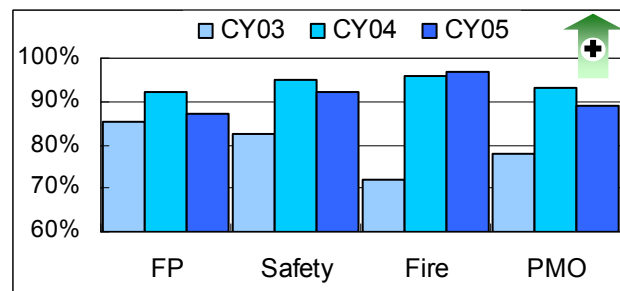
Soldiers rate their satisfaction with our readiness education programs very highly (There was no Iraqi Headstart education conducted in 2005).

Results 7.2-8 to 7.2-13 depict customer relationship satisfaction gathered upon a customer's departure from Baumholder.

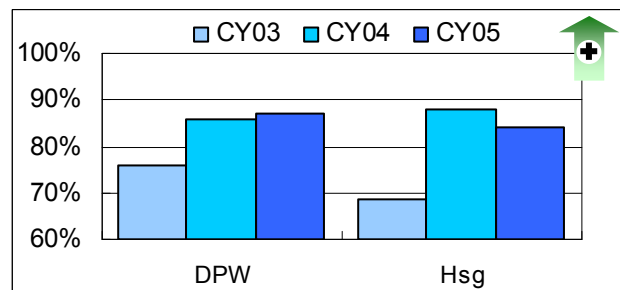
7.2-8 Customer Satisfaction (METL: Command & Control) Customers: All



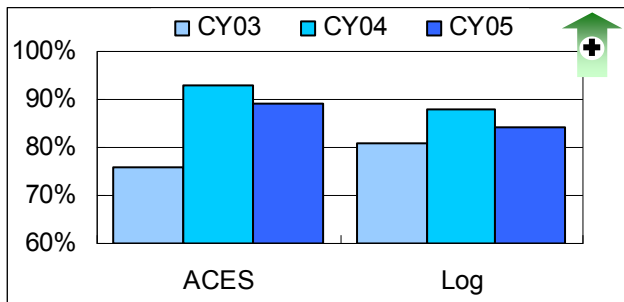
7.2-9 Customer Satisfaction (METL: Public Safety & Security) Customers: All



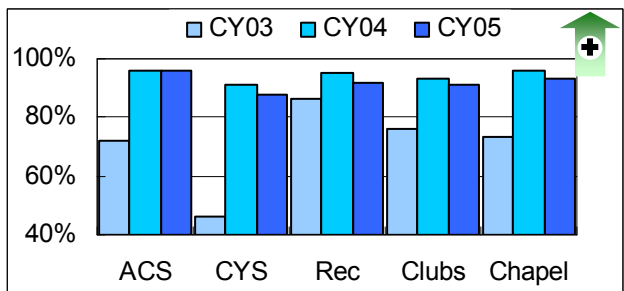
7.2-10 Customer Satisfaction (METL: Stewardship of Installation Resources & Environment) Customers: Soldiers



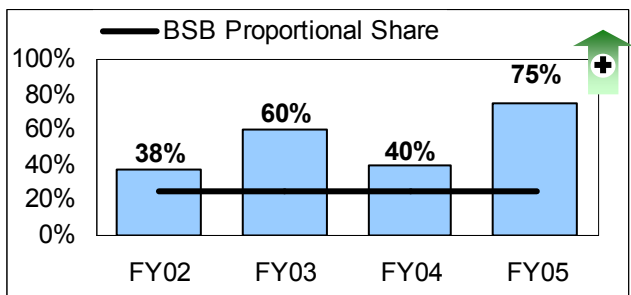
7.2-11 Customer Satisfaction (METL: Readiness) Customers: Soldiers, Military Units



7.2-12 Customer Satisfaction: (METL: Community & Family Support Programs and Services) Customers: Family Members



7.2-13 USAG BHR's % of USAG Hessen AFAP Issues Customers: Soldiers & Family Members

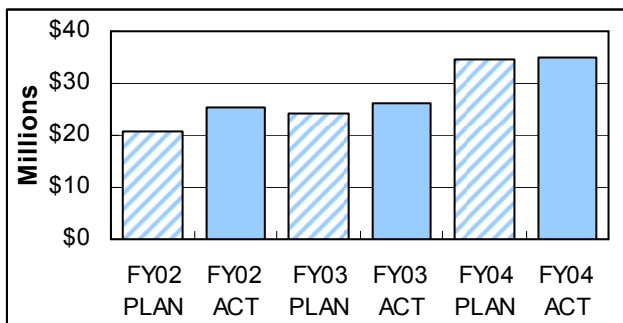


These results from Army Family Action Plan conferences show that we are more effective than our fellow Tailored Garrisons in representing our customer's interests.

7.3 FINANCIAL RESULTS

METL: Command & Control (Fiscal Management Appropriated & Non-Appropriated Funds)

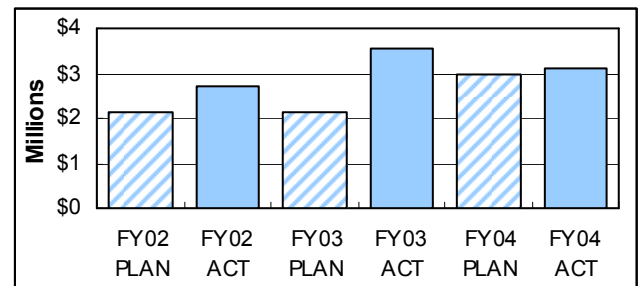
7.3-1 Operation & Maintenance Execution



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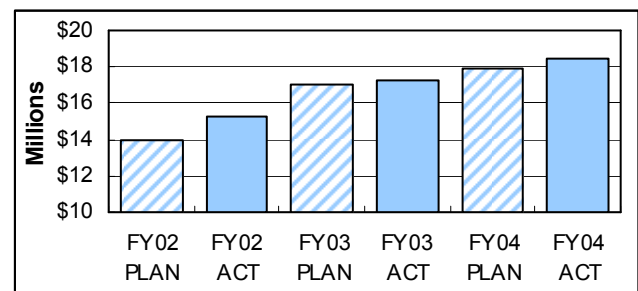
By systematically managing our fiscal operational expenditures through quarterly fiscal reviews and analyses and through careful planning and execution readiness, we have been successful in obtaining funding above our obligation to better support our operations.

7.3-2 Operation & Maintenance Army Funding Execution-Reimbursable



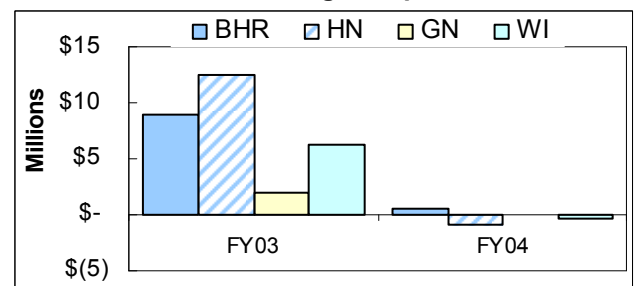
We have been able to obtain more reimbursable funding during the OIF 1 deployment by expanding our support missions to include additional preventive maintenance to Soldiers' quarters and other measures and again in FY04 through an improved amount of family housing renovations.

7.3-3 Army Family Housing-Operational Funding Execution



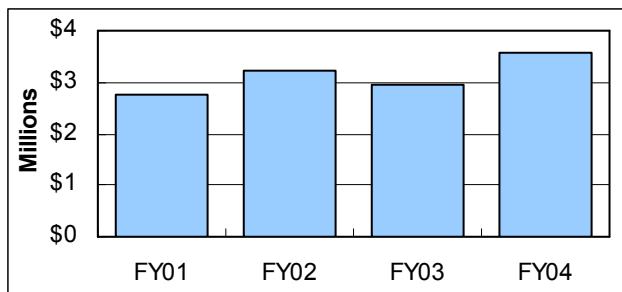
By systematically managing our fiscal operational expenditures through quarterly fiscal reviews and analyses and through careful planning and execution readiness, we have been successful in obtaining funding above our obligation to better support our operations.

7.3-4 End-of-Year Funding Competition



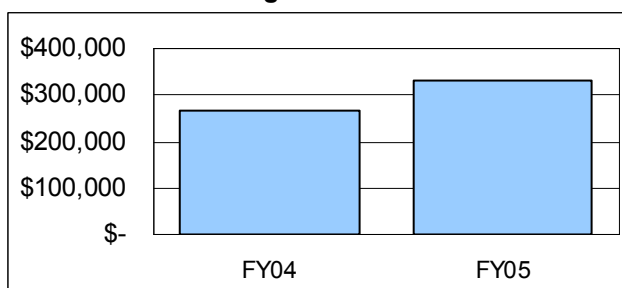
We are the only garrison consistently successful in the planning and end of funding to support strategic actions and significant improvements. Negative figures indicate an inability to execute available funding.

7.3-5 GPC Simplified Purchase



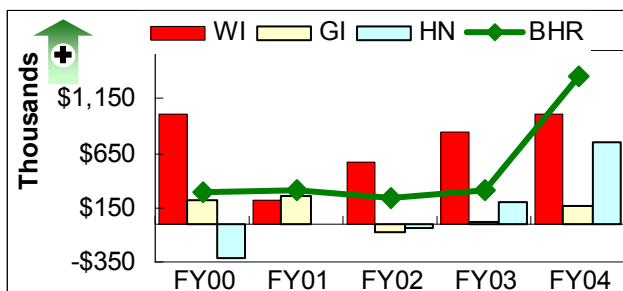
After a decrease in FY03 due to higher headquarters' revocation mandatory reduction of purchase limits, we have improved our purchasing process to use more of the GPC simplified purchase to meet our requirements.

7.3-6 PIR Cost Savings



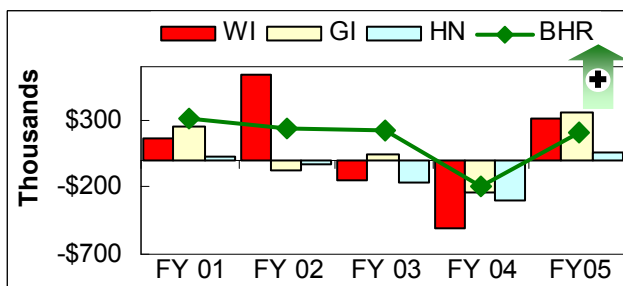
We have achieved significant cumulative savings in operational costs mainly through AF & NAF motor vehicle fleet right-sizing that has been adopted region-wide.

7.3-7 Capital Purchase Major Construction funding Comparison within USAG Hessen



In the competition amongst the USAG Hessen's garrisons, we have been successful in obtaining the highest CPMC funding of any garrison in fiscal year FY04 (FY05 has seen no CPMC distribution).

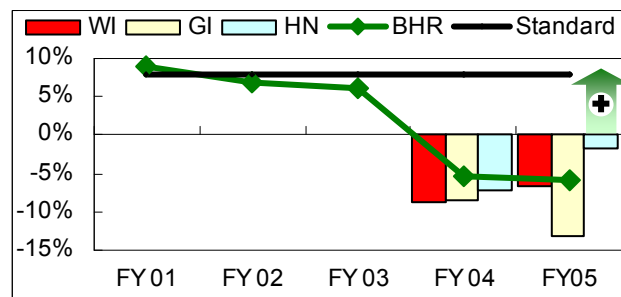
7.3-8 FY Net Income before Depreciation (NIBD) Comparison within USAG Hessen Garrisons



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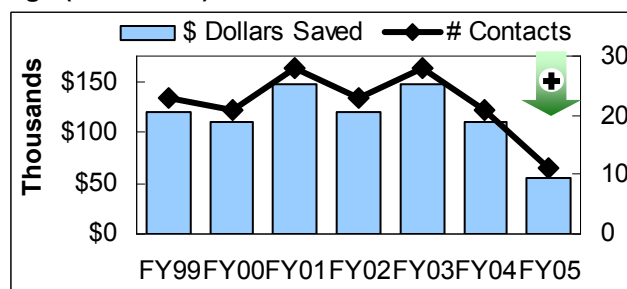
After posting the best income of our sister garrisons in FY03 we managed the least loss during OIF 1 deployment and are again profitable this fiscal year.

7.3-9 Net Income before Depreciation as % of Total Revenue



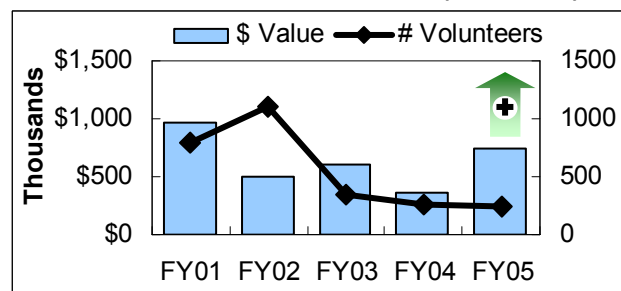
We have stopped further loss in our NIBD percentage, a measure of cost management efficiency.

7.3-10 Equal Employment Opportunity Cost Savings (METL: All)



Our proactive training to supervisors ensures that we continue to save significant funds we would otherwise lose due to formal complaints (FY05 is 75% complete).

7.3-11 Volunteer Workforce Value (METL: All)



After suffering fewer volunteers due to deployment we have improved the value of our free volunteer labor nearly 200%. (FY05 is 75% complete).

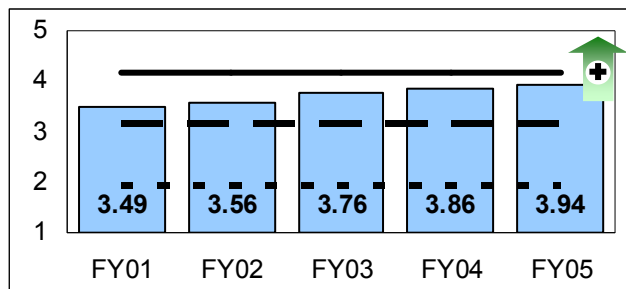
7.4 HUMAN RESOURCE RESULTS

Annual Employee Climate Survey Results:

We use a survey from Satisfaction Performance Research (SPR) of Minneapolis, MN. **Figures 7.4-1 to 7.4-7** depict benchmarks from more than 200 Fortune 500, Global 500, Fortune Most Admired companies and companies designated "Best in Class." Dotted lines = lowest benchmark scores; dashed lines = the average benchmark and solid lines = the highest benchmark scores. Responses range from 5 (Strongly Agree) to 1 (Strongly Disagree).

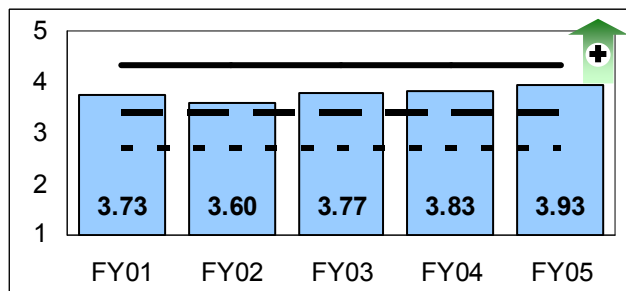
METL: All

7.4-1 I Have the Resources to Do My Job



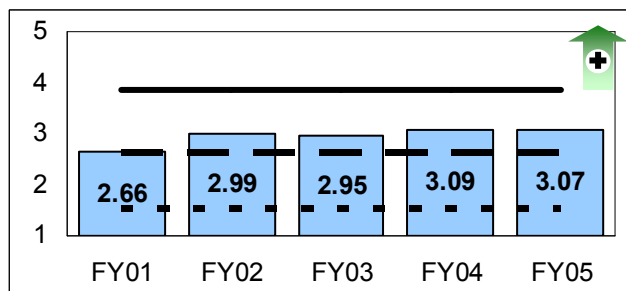
We have raised positive responses to this question by nearly 13% over the past four years, nearing the highest survey benchmark.

7.4-2 Teamwork in My Work Area



We have significantly improved past the average benchmark in the area of teamwork.

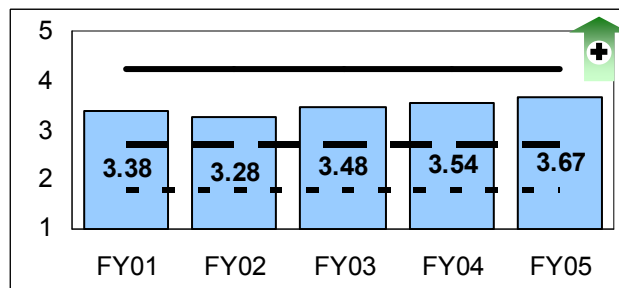
7.4-3 Opportunity for Growth/Development



We have raised positive responses to opportunities for growth and development by over 16% over the past three years despite a recent slightly lower response due to an ever-older workforce.

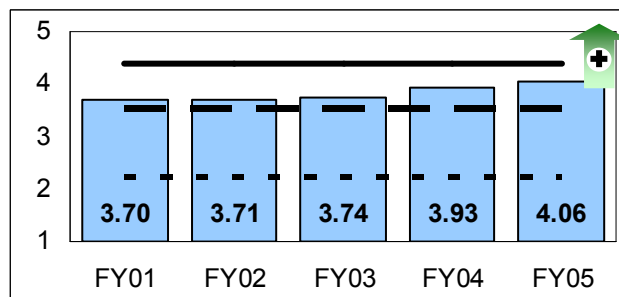
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7.4-4 Morale in My Work Area



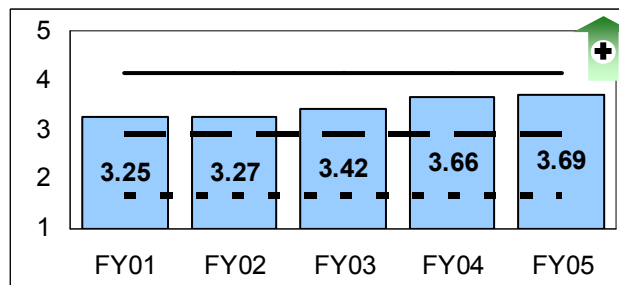
We have raised positive responses to worksite morale by nearly 9% over the past four years.

7.4-5 My Job Satisfaction



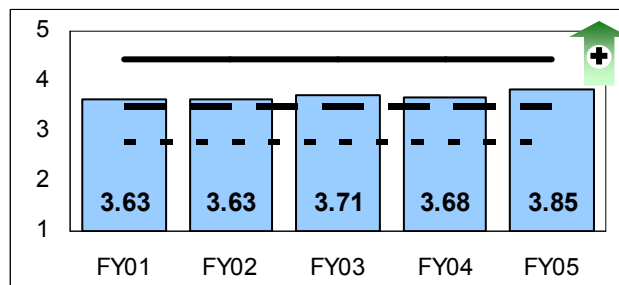
Although we have always been above the average benchmark, we have raised positive responses to job satisfaction by over 10% over the past four years.

7.4-6 My Satisfaction with the USAG BHR



While always above the average benchmark, employee satisfaction with our organization has risen 14% over the past four years.

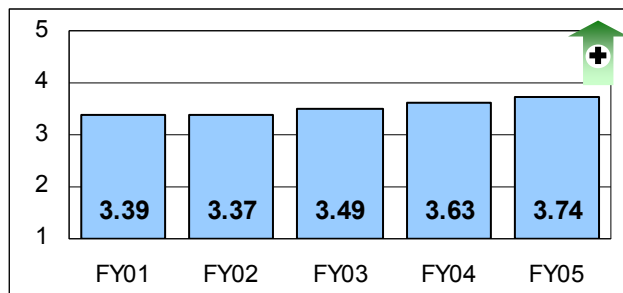
7.4-7 I Am Treated With Dignity & Respect



We have made significant improvement in FY05 after little previous progress through more thorough workforce training in this area.

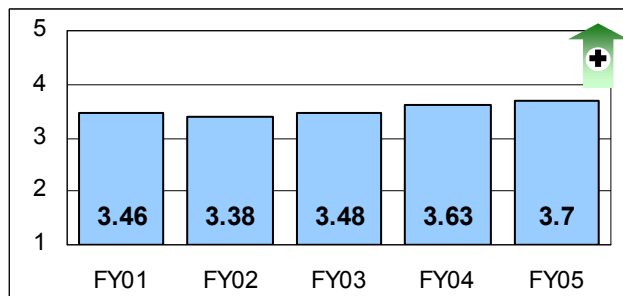
Benchmark scores are not available for figures 7.4-8 to 7.4-11.

7.4-8 Support For Work/Private Balance



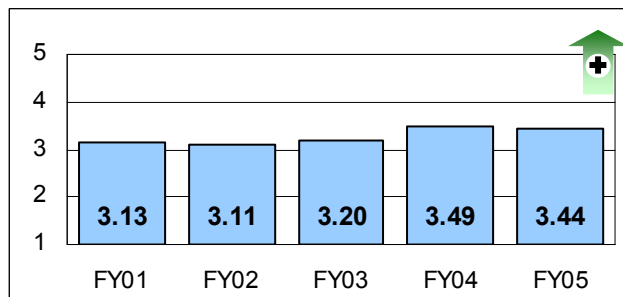
Our employees have responded very well the past two years to increased communication and planning of operational events.

7.4-9 My Supervisor's Performance



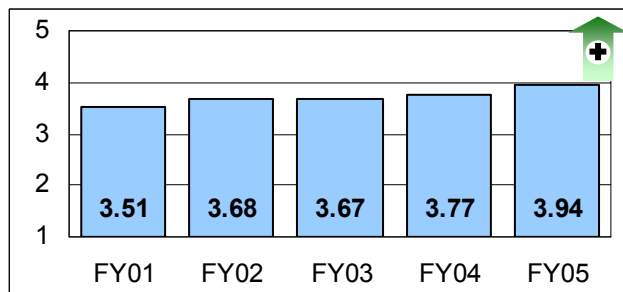
Employee responses to their supervisor's performance have improved 7% over the past four years.

7.4-10 Satisfaction with Recognition of My Work



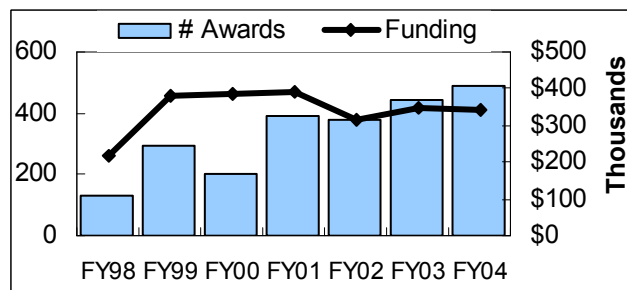
We experienced a slight decrease in this area due to Army-imposed prohibitions on incentive awards expenditures through much of the current fiscal year.

7.4-11 Equality in the USAG BHR Workplace



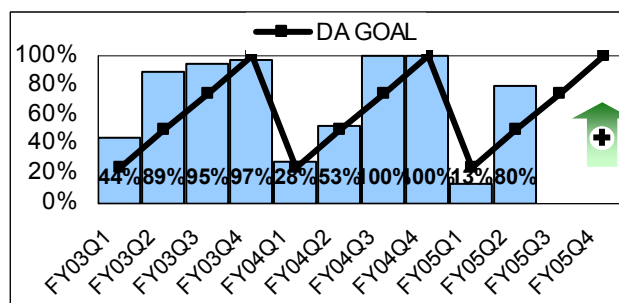
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Employees' positive responses to equality in the workforce have risen 12% over the past four years.

7.4-12 Employee Incentive Awards



Though our available funding slightly dropped in FY04, we again made steady improvement in our objective to increase performance recognition.

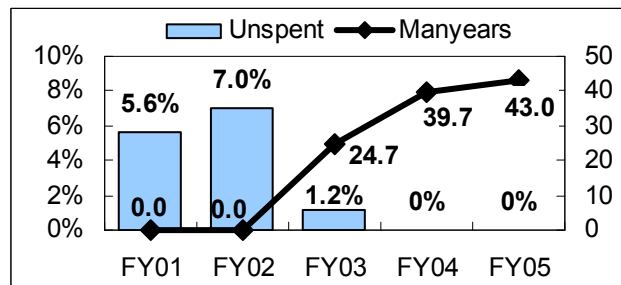
7.4-13 % of Workforce Annually Trained in Force Protection



By implementing the DOD automated training process, available at each user's worksite PC, and through regular, quarterly monitoring of our completion rate, we are able to meet the annual DA goal and mandate sooner than ever before each year.

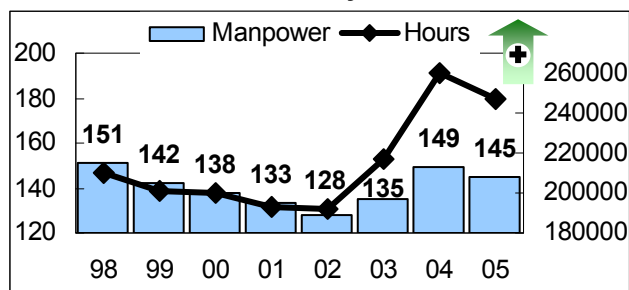
METL: Infrastructure & Maintenance Productivity Improvements:

7.4-14 Workforce Overhire Management



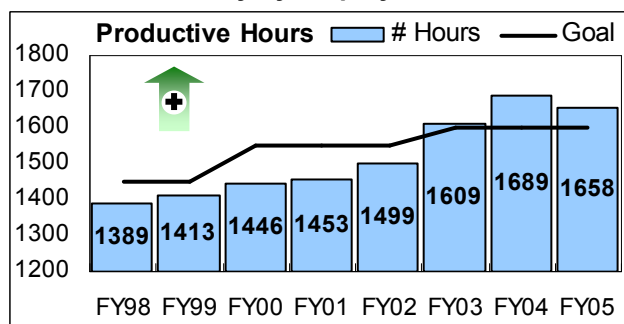
This figure demonstrates our improvement in utilizing unspent payroll funds (due to hiring lags between filling positions and extended sick leave-local nationals are removed from the payroll after 6 weeks until their return) to fund additional man years (positions) to support additional mission requirements.

7.4-15 Workforce vs. Yearly Productive Hours



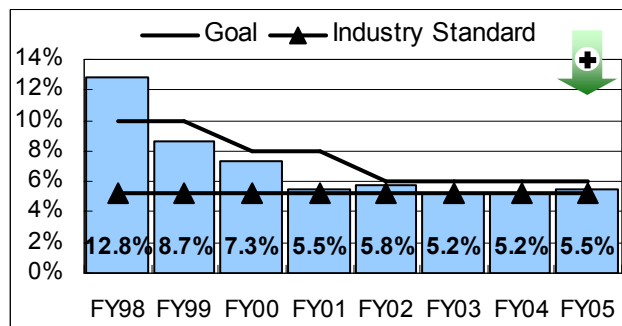
Although we have 6 fewer employees (-4%) in this METL task area than seven years ago, we have raised their productive hours by nearly 18% (FY05 is 75% complete). FY04 productive hours were unusually high due to overtime necessary to reintegration Soldiers returning from Operation Iraqi Freedom.

7.4-16 Productivity by Employee



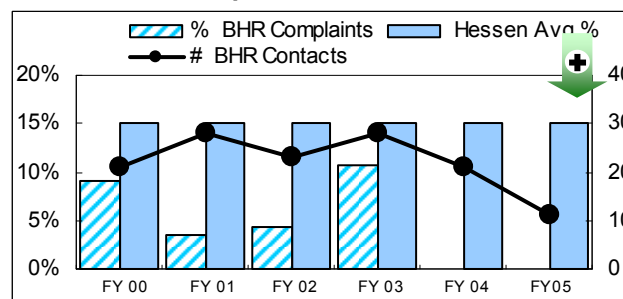
By reducing the sick leave and promoting voluntary overtime we have been able to further raise the productivity of our workers and exceed our goal in this METL task (FY05 is 75% complete). FY04 productive hours were unusually high due to overtime necessary to reintegration Soldiers returning from Operation Iraqi Freedom.

7.4-17 Sick Leave Reduction



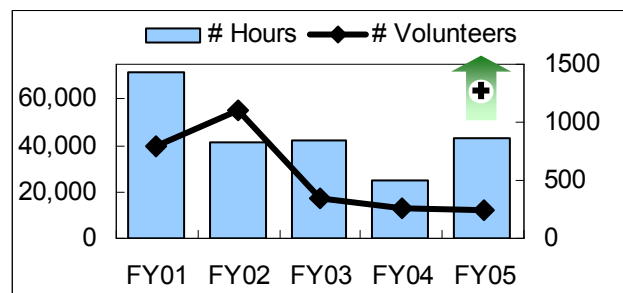
Our performance incentive awards program continues to be highly effective in reducing sick leave of our workers in this METL task (FY05 is 75% complete) and barely exceeds the industry standard.

7.4-18 EEO: Complaints as % of Contacts



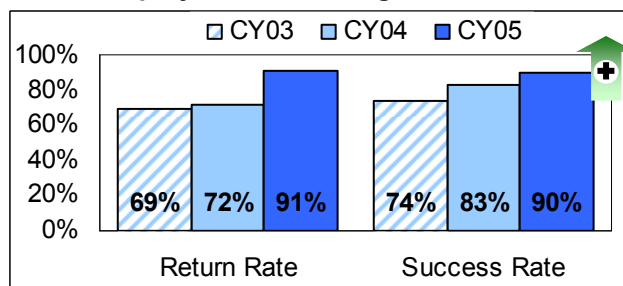
By utilizing "Lessons Learned" briefings to our managers and supervisors, the USAG BHR continues to achieve an EEO complaint rate far below the average in the USAG Hessen (FY04 is 75% complete). Far fewer of our contacts result in formal complaints.

7.4-19 Volunteer Workforce Supplement



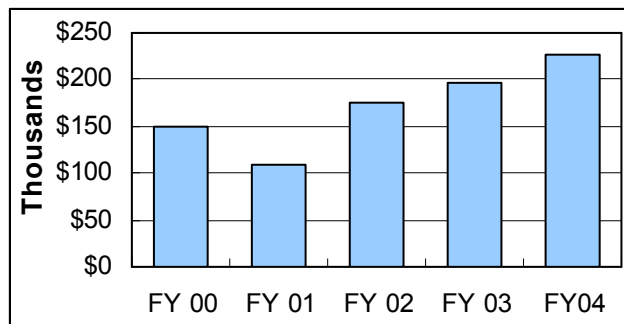
After significantly reduced activity due to OIF 1 in FY04, we have slightly improved over our position previous to OIF 1 (FY05 is 75% complete).

7.4-20 Employee Fitness Program



We have significantly improved in the two key measures of our employee fitness program by setting personal appointments and goals for our individual participants.

7.4-20 Training TDY Funding

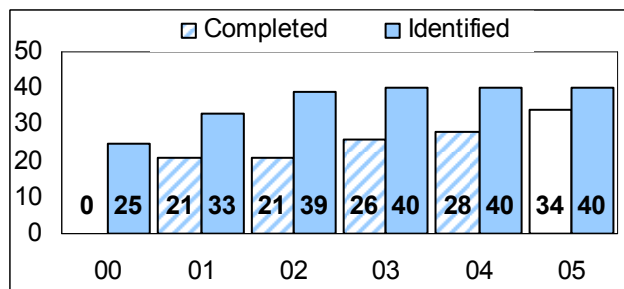


We continue to improve in this area by making more money available for training away from home station.

7.5 ORGANIZATIONAL EFFECTIVENESS

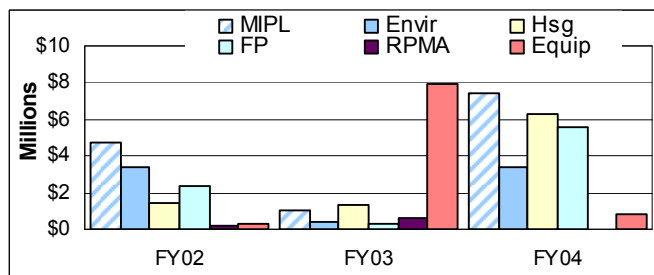
METL: Safety & Security:

7.5-1 Accomplishment of Force Protection Projects



We identify these project requirements through several multi-year assessment processes. Although requirements are increasing we continue to improve our completion of such projects. Large-scope projects require funding from IMA-EURO and we strive for priority with them. FY05 is our projected completion as of Q3.

7.5-2 Master Plan Funding

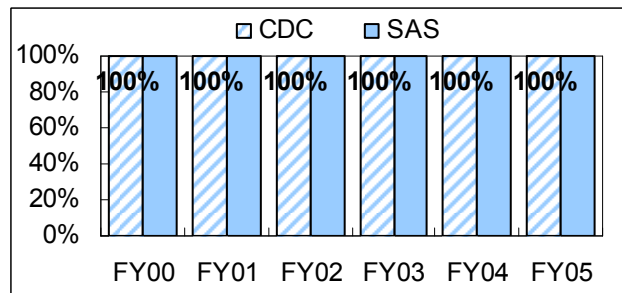


We have improved the balance of our funding across the six areas of our Master Plan and have secured significantly more overall funding through better planning and execution.

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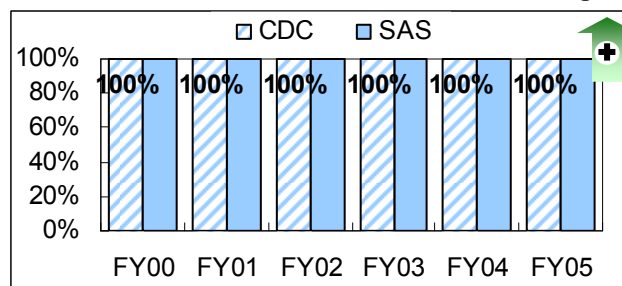
METL: Community & Family Support Services & Programs:

7.5-3 Accreditation of Child & Youth Svcs Programs



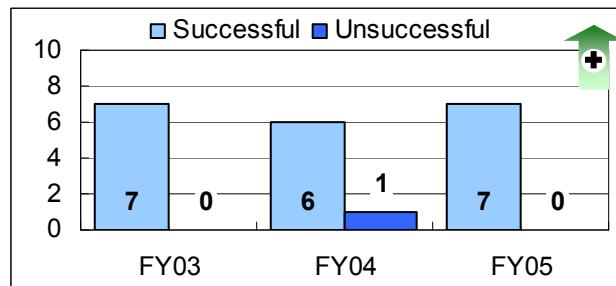
Our CYS remain 100% accredited.

7.5-4 Certification of Child & Youth Svcs Programs



Our CYS remain 100% DOD certified.

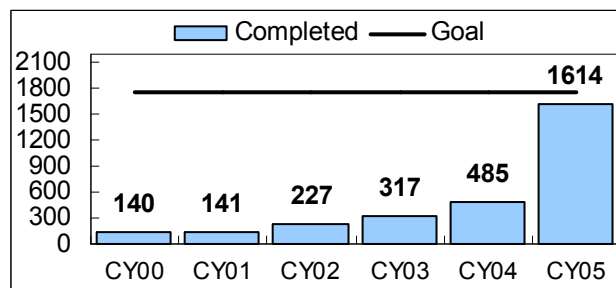
7.5-5 Retention of Experienced U.S. Managers



This year we have been able to retain more experienced U.S. managers through successful overseas tour extension request.

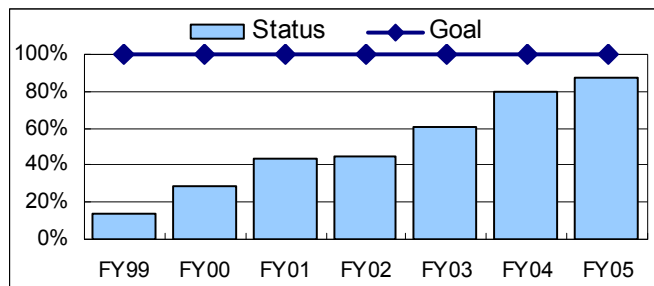
METL: Infrastructure Maintenance & Improvement:

7.5-6 Housing Renovation



Through our continued success in planning and executing available funding (see section 7.3), we have been able to make extremely significant progress towards our strategic objective of renovation 100% of our family housing units.

7.5-11 Utilities Privatization Progress



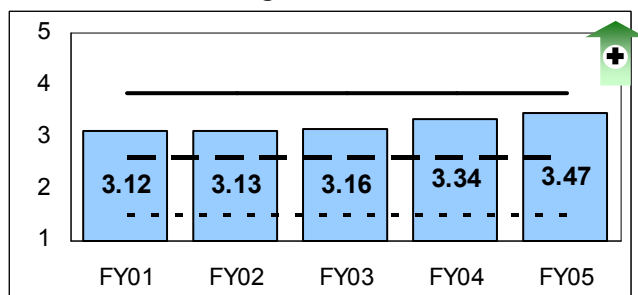
We have made considerable local progress in our progress towards the Army goal of 100% utilities privatization. Further progress is pending BRAC/Overseas stationing decisions.

7.6 GOVERNANCE AND SOCIAL RESPONSIBILITY RESULTS

METL: Command & Control

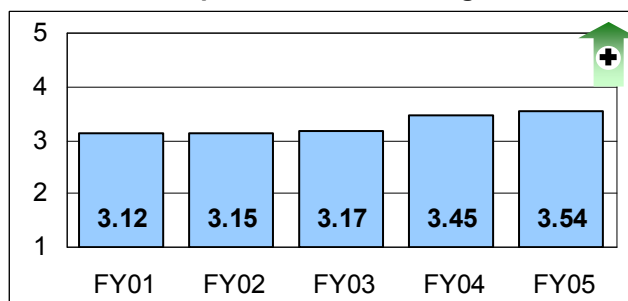
Annual Employee Climate Survey Results:

7.6-1 Informed of Organizational Performance



We have achieved a significant increase in our effectiveness in keeping the workforce informed of the USAG BHR's performance, nearing the overall highest benchmark of the SRP survey (as discussed in category 7.4).

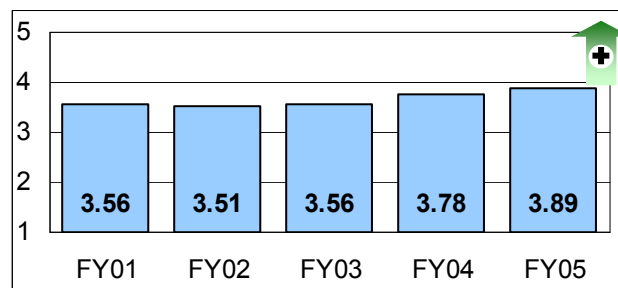
7.6-2 Leadership is headed in the Right Direction



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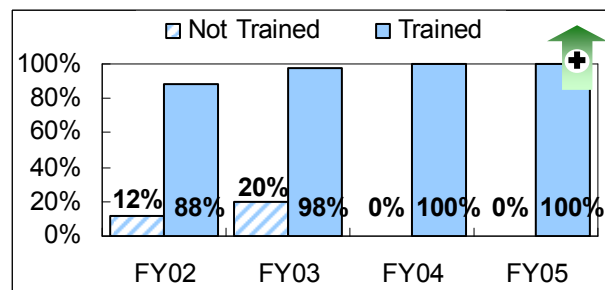
We have achieved and improved a remarkable increase in the workforce's appraisal of the USAG BHR's senior leadership.

7.6-3 Integrity/Ethics of Co-workers



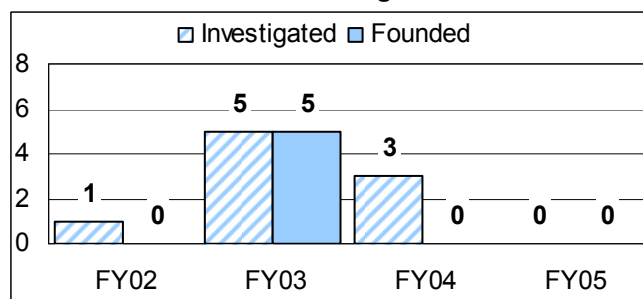
We have achieved a significant increase in the workforce's appraisal of the integrity and ethical behavior of their colleagues.

7.6-4 % Workforce TIPOSH Trained



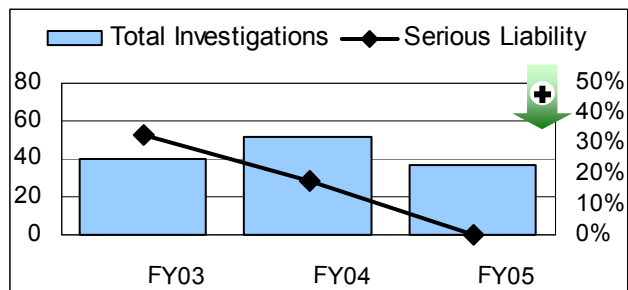
For the first time ever we have trained 100% of the workforce in the Training of Prevention of Sexual Harassment due to our unique implementation of a new automated training program.

7.6-5 Ethics Violation Investigations



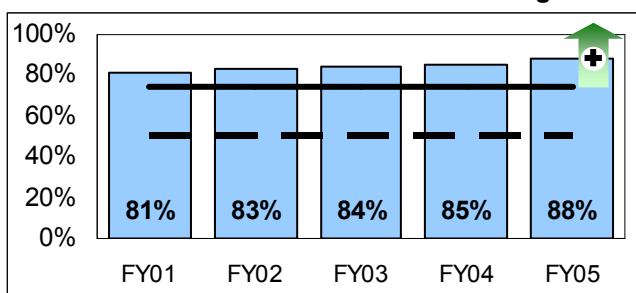
Strong senior leadership, acting decisively, quickly investigates allegations of ethical violations. The five founded incidents of FY03 resulted in the termination of four employees and serious discipline of a fifth.

7.6-6 Employee Serious Financial Liability



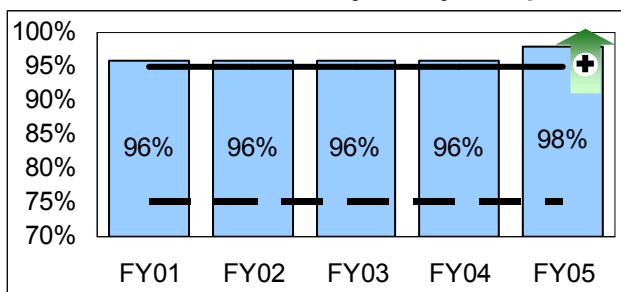
While employees continue to be responsible for incidents of property loss or damage, we have significantly decreased the percentage of those cases involving serious liability (financial) to 0%.

7.6-7 % Effectiveness of Command Messages



We remain highly effective in delivering command messages to our key customer groups, far exceeding the highest DA standard of 80%.

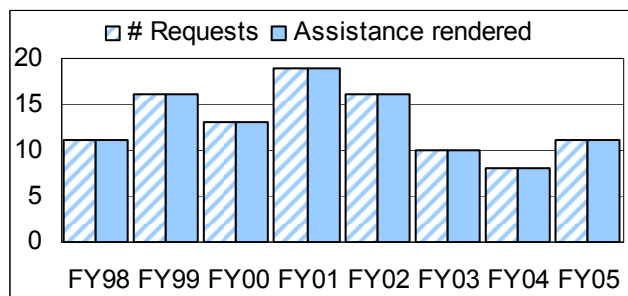
7.6-8 % Effective of Publicity to Key Groups



We remain highly effective in delivering publicity to our key customer groups, far exceeding the highest DA standard of 95%.

METL: Safety & Security

7.6-9 # Emergency (Mutual) Aid Responses

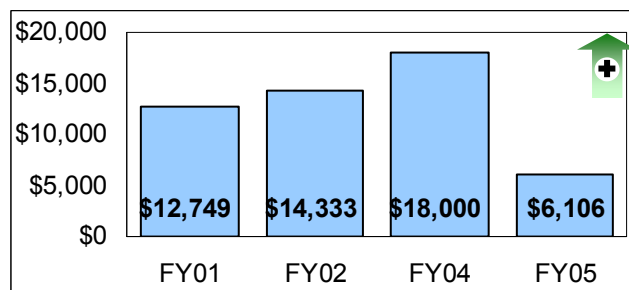


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We continue to support our surrounding German community by responding to and assisting with emergencies (FY05: 75% complete).

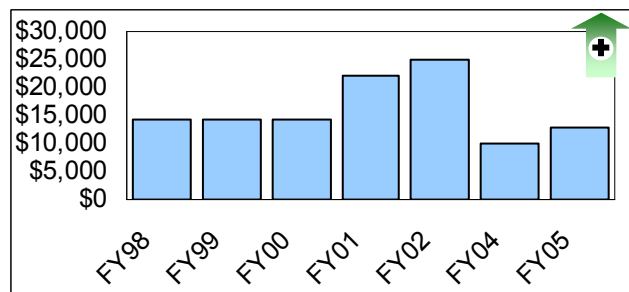
METL: Community & Family Support Programs and Services

7.6-10 MWR Bazaar



Although this community-wide event did not take place in FY03, it again generates important funding for our Morale, Welfare & Recreation Programs.

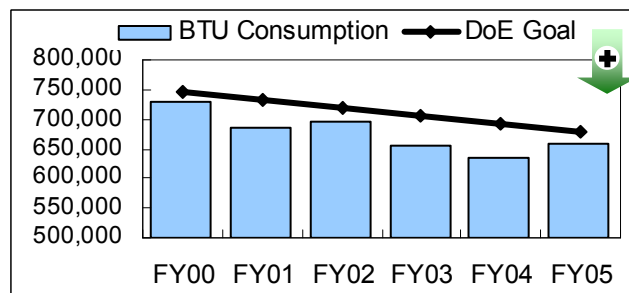
7.6-11 Baumholder Spouse's Club Sweetheart Bazaar Profit



Although no bazaar was conducted in FY03, this community-wide event supported by the garrison continues to generate important charity monies to support community activities.

METL: Stewardship of installation resources and the environment

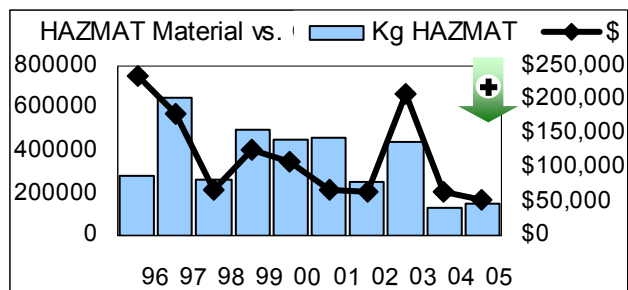
7.6-12 Energy Reduction Consumption



We remain ahead of the Department of Energy's energy reduction goal (30% reduction from 1985 to 2010) de-

spite an especially cold European winter and spring in 2004-2005 that significantly increased our energy use.

7.6-13 Hazardous Materials Remedy



Our increase in hazardous material and costs in FY03 were directly due to expanding our mission to clean out our Soldier customer's motor pools when they deployed to Iraq. Overall, we have significantly decreased costs and amounts of hazardous materials from 1996-2005 by 77%.

7.6-14 Environmental Improvement

Environmental Assessment Results					
	FY 99	FY 00	FY 02	FY 04	FY 05
General Program Mgmt	G	G	G	G	G
\$, Programming, Rptng	G	G	G	G	G
Air Emissions	G	G	A	G	G
Drinking Water	G	A	A	G	G
Waste Water	G	N/A	N/A	N/A	G
Hazardous Waste	G	G	G	G	G
Noise	A	A	G	G	G
Pesticides	G	G	G	G	G
PCBs	**	A	G	G	G
Asbestos Mgmt.	G	G	G	G	G
Radon	A	A	G	G	A
Spill Prevention	G	A	G	G	G
USTs	**	G	G	G	G
Hazardous Material Mgmt	G	A	A	A	A
Recycling	**	A	G	G	G
Remediation	G	G	G	G	G
Natural/Cultural Resources	**	A	G	G	G
Environmental Awareness	**	G	G	A	A
OVERALL RATING	G	G	G	G	G

We have improved from 3 "Amber" ratings to only two between FY02 and FY05 and remain overall "Green" in our environmental assessment.

GLOSSARY

1AD	1 st Armored Division	GC	Garrison Commander
AAFES	Army/Air Force Exchanges Services	GIS	Geographic Information System
AAR	After Action Review	GWOT	Global War on Terrorism
ACOE	Army Community of Excellence	HHC	Headquarters & Headquarters Company
ACS	Army Community Service	HPWB	Health Promotions Well-Being & Safety Council
AEP	Affirmative Employment Plan	ICE	Interactive Customer Evaluation
AF or APF	Appropriated Funds	IDP	Individual Development Plan
AFAP	Army Family Action Plan	IG	Inspector General
AFEB	Appropriated Fund Execution Brief	IMA	Installation Management Agency
AFN	Armed Forces Network (Radio/TV)	IMA-EURO	Installation Management Agency-Europe (European Region)
APIC	Army Performance Improvement Criteria	IPR	In-Progress Review
ASIP	Army Strategic Inventory Plan	ISA	Installation Staging Area
BASOPS	Base Operations Support	ISO	Installation Safety Office
BEQ	Bachelor Enlisted Quarters	ISR	Installation Status Report
BOD	Board of Directors – or - Business Operations Division	ITC	In Processing Transition Center
BOQ	Bachelor Officer Quarters	JSIVA	Joint Services Integrated Vulnerability Assessment
BUB	Battle Update Brief	LN	Local National
CARE Fair	Community Activities Registration Event	MEB	METL Execution Brief
CDC	Child Development Center	METL	Mission Essential Task List
CFE	Conventional Forces Europe(Arms Control)	MOA	Memorandum of Agreement
CIB	Community Information Brief	MWR	Morale, Welfare & Recreation
CID	Criminal Investigation Division	NAF	Non Appropriated Funds
CIP	Command Inspection Program	NATO	North Atlantic Treaty Organization
CONUS	Continental United States	NEB	Non- Appropriated Fund Execution Brief
COR	Contracting Officer Representative	NIBD	Net Income Before Depreciation
CPAC	Civilian Personnel Advisory Center	OEF	Operation Enduring Freedom
CRD	Community Recreation Division	OIF	Operation Iraqi Freedom
CYS	Child and Youth Services (Division)	OPTEMPO	Operational Tempo
DA	Department of the Army	OSHA	Occupational Safety and Health Administration
DeCA	Defense Commissary Agency	PAIO	Plans, Analysis and Integration Office
DES	Directorate of Emergency Services	PAO	Public Affairs Office
DEPEX	Deployment Exercise	PEBB	Persoenliche Entwicklung Berufliche Bildung (Personal Career Development)
DGC	Deputy Garrison Commander	PID	Process Information Document
DHR	Directorate of Human Resources	PIR	Performance Improvement Review
DMWR	Directorate of Morale, Welfare and Recreation	PMR	Performance Management Review
DOD	Department of Defense	POC	Point of Contact
DoDDS	Department of Defense Dependent Schools	PPER	Plan, Prepare, Execute, Review (How we work)
DOL	Directorate of Logistics	PRD	Personnel Requirement Document
DPTMS	Directorate of Plans, Training, Mobilization, and Security	PVM	Project Validation Model
DPW	Directorate of Public Works	RESUMIX	Paperless Resume System (Civilian)
DRM	Directorate Resource Management	ROC Drill	Rehearsal of Concept Drill
DSG	Deployment Support Group	RPI	Real Property Inventory
EEO	Equal Employment Opportunity	RPLANS	Real Property Plans and Analysis
EO	Equal Opportunity	RSO	Religious Support Office
EPAS	Environment Protection Assessment Survey	SAEDA	Subversion & Espionage Diverted Against the Army
EQCC	Environmental Quality Control Council	SAP	Strategic Action Plan
EUCOM	European Command	SAR	Significant Activities Report
FMD	Financial Management Division	SEPC	Special Emphasis Program Committee
FRG	Family Readiness Group	SID	Security and Intelligence Division
FRL	Family Readiness Group Leader	SGO	Standard Garrison Organization
FY	Fiscal Year	SLF	Senior Leader Forum
GCSM	Garrison Command Sergeant Major		

SMC	Senior Mission Commander
SNAP	Safe Neighborhood Awareness Program
SOP	Standing Operating Procedures
SOFA	Status of Forces Agreement
SRP	Soldier Readiness Program
SWOT	Strength, Weakness, Opportunity, Threat analysis
TDA	Table of Distribution and Allowance
TIPOSH	Training in the Prevention of Sexual Harassment
USAG	U.S. Army Garrison
USAREUR	United States Army in Europe
WOE	War on Extremism
YTD	Year to Date